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ABSTRACT

A project was conducted to evaluate the extent to which educators and Comprehensive Employment and Training Act (CETA) prime sponsors have been able to coordinate successfully their activities. Data were gathered through a survey of select Virginia administrators, planners, and advisory council members located in state agencies and public and private interest groups. In addition, a nomination survey was developed for the purpose of collecting preliminary information obtained from joint CETA/education activities at the local level. Of those responding to the nomination survey, 70 percent of the county public school districts stated that they are either actively engaged in programs with CETA prime sponsors or have funded slots for personnel on their staff. Among the findings of the state-level survey was joint planning is viewed as essential to identifying community needs and for planning future programs. Although all individuals interviewed expressed the need for joint planning, concrete suggestions for implementing this planning effort could not be given. (Survey forms are appended.) (LRA)

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ED189328

NEEDS ASSESSMENT FOR FUTURE SECTION 202(d) FUNDS
(Priority 2)

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ABSTRACT

This study was conducted from April 1, 1979 to September 30, 1979 to meet the following objectives:

1) To propose an in-depth study for long-range planning purposes in the area of future CETA/Education activities--future use of Section 202(d) Funds in the Commonwealth of Virginia.

2) To offer recommendations to the Governor's Employment and Training Council concerning the use of future Section 202(d) Funds.

3) To produce a state-of-the-art documentation of specific linkage needs within the Commonwealth of Virginia, which includes the identification of necessary areas of linkage and an elucidation of their status.

(This study, as can be seen by looking at objective number 3 mentioned above, is closely tied to Priority 3--Documentation of Successful Linkage Efforts and Activities and Evaluation of Transferability of Efforts and Activities. Please refer to that report for further elucidation concerning linkage models.)

The recommendations for proposed linkage for future Section 202(d) Funds are as follows:

A. Planning and/or Communication Linkages

Since planning and communication, in particular, are such vital elements in an effective coordination exchange, the recommendations that follow are designed to enhance the probability of this occurring. The recommendations are as follows:

(1) That incentives, whether psychological, social, or financial, should be instituted to entice concerned and knowledgeable people within the community to take an active part in advisory council activities;

Proposed Project A(1): In some cases, concerned and knowledgeable people within the community have been unwilling or unable to take part in advisory council activities. This project would be an attempt to determine whether psychological incentives, social incentives, financial incentives, or combinations of these incentives would entice these persons, commonly considered to be within the power structure of the community, to take an active part in advisory council activities. Such an experimental design could utilize from one to six prime sponsors and would incorporate innovative incentives in each of these prime sponsor areas.

(2) That the advisory councils should have greater representation from the private sector;

Proposed Project A(2): Some advisory councils already have greater representation from the private sector than do other advisory councils. This study would attempt to: (a) determine why there is greater representation in some advisory councils than in others; (b) ascertain ways in which these methods of successful participation by the private sector in these advisory councils can be transferred to other advisory councils; and (c) create innovative methods of attracting private sector participation into such advisory councils.

(3) That planning cycles of CETA and educational institutions should be matched and meshed, thus allowing for better program coordination and cooperation;

Proposed Project A(3): This would be an experimental project in one prime sponsor with one or more local education agencies, with the cooperation and endorsement of appropriate federal agencies (e.g., DOL and DHEW) and appropriate state agencies (e.g., GETC and Vocational Education), which would permit the matching and meshing of planning cycles for at least one fiscal year. If this merged planning cycle were successful, it could be used as the pilot project for the remainder of the Commonwealth of Virginia and perhaps other parts of the United States.

(4) That significantly greater publicity should be given to CETA programs being conducted, thus possibly creating a more positive CETA image;

Proposed Project A(4): This project would have an experimental design attempting to use different types of media (e.g., television, radio, newspapers, minority newsletters, etc.), to determine how much and what different types of "free" advertising could be given to such efforts and to determine the effectiveness of each of these types of media. This study would encompass all prime sponsors in the Commonwealth of Virginia because of the varying types of operations run in suburban, urban, and rural areas. Based upon these findings, the GETC could establish a program of public relations for CETA programs.

(5) That rules and regulations concerning CETA should be given greater clarification, thus reducing the occurrence of conflicting and confusing information;

Proposed Project A(5): This project probably should be handled in-house by the GETC, either by a GETC staff member or by someone hired on a contractual basis by the GETC. Presently, many of the rules and regulations are not clearly understood by participants in CETA programs, either in the prime sponsor arena or in the LEA arena. If the GETC staff does not want to handle this, a project might be proposed that an external consultant would be hired on a fixed annual fee (retainer) to handle all such regulations during the year up to a fixed amount of time. Beyond that fixed amount of time, the external contractor would be paid on a per diem basis.

(6) That annual workshops on topics relating to CETA and the maintenance of CETA programs should be implemented, thus creating better informed project managers;

Proposed Project A(6): This project is already being funded by the GETC.

(7) That more time should be allocated to the current scheduling procedure in regard to future funding dates of grants, thus facilitating better planning;

Proposed Project A(7): Although this could be taken care of by administrative procedures, a small project might be instituted that would examine how much time should be allocated to current scheduling procedures. For example, some vocational educators believe that a three-month time frame is sufficient. Others think that both longer and shorter time frames would be adequate. Therefore, a study of that time frame might be useful.

(8) That CETA services within communities should not be duplicated;

Proposed Project A(8): This project would attempt to develop a system of program evaluation for a prime sponsor. Through such a system of program evaluation, programs of CETA and Vocational Education could be evaluated by joint CETA/Education agencies and duplicate programs eliminated and innovative programs instituted. Presently, there appears to be no simple system of program evaluation in the Commonwealth of Virginia.

(9) That CETA projects should be funded longer than one year, thus creating more effective planning;

Proposed Project A(9): This project should be an experimental one in which one or more prime sponsors are encouraged to plan for a three to five year period. The project would involve technical assistance from a contractor to create such long-range plans. At the same time, a system of contingency planning (proposed plans for short-term projects) should be considered and instituted. In other words, both long and shorter range planning would be instituted in this project in one or more prime sponsors.

(10) That more public relations work should be done with LEA's, thus a real lack of information on their part would be removed;

Proposed Project A(10): This project would be oriented toward the different types of public relations work that could be done with LEA's in an attempt to improve coordination with CETA programs. Not only would this be a project attempting to communicate the opportunities of CETA with LEA's but it would be an attempt to provide them with more real information on how they can be involved and how this would benefit their communities. Part of this work may be already covered under the CETA/Education Newsletter which has been funded for FY 1980.

(11) That a technical manual should be produced, which provides basic information on the CETA structure including basic title descriptions, acronym definitions, and day-to-day "jargon" used by prime sponsors and program contractors and this manual should be provided for all council members so that they are more acutely aware of what CETA is all about. These council members are at both the state and prime sponsor levels;

Proposed Project A(11): This project is already funded by the GETC, including an update of the technical manual.

B. Structural, Communication, and Behavioral Linkages

The perceived needs within these areas are few, but are important. The opinions and recommendations are as follows:

(1) That the GETC should develop a sophisticated information system which would include: (a) basic information about CETA, how it operates, and how to function as a contractor within it; (b) information on CETA eligible populations; and (c) usable labor market information;

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Proposed Project B(1): Currently, the GETC already operates an elementary information system. Furthermore, two or more projects have been funded for FY 1980 on usable labor market information. However, a sophisticated information system which provides information on CETA eligible populations and usable labor market information could be developed through the cooperation of the GETC, the VEC, and the VOICC. This project probably should be coordinated through the VOICC. There apparently is some money available from the NIOCC for such projects. In other words, this project would be jointly funded by the GETC, the VEC, and the NIOCC, and coordinated by the VOICC.

(2) That the GETC should provide more information exchange workshops and training conferences for staff interested in applying for and working with CETA proposals and programs;

Proposed Project B(2): This project would provide for a continuing series of workshops in all prime sponsor areas in Virginia. This could be handled in one of two ways: (a) by hiring additional GETC staff from linkage funds; and/or (b) by hiring an external contractor to establish these information exchange workshops and training conferences for each of the ten prime sponsors and potential contractors within these prime sponsor areas. These workshops and training conferences would occur probably twice a year in each of the prime sponsor areas.

C. Policy Linkage

A number of recommendations were given for policy changes at the federal and state levels. These would include pressures to change these policies by the Governor, U. S. Conference of Mayors and the National Governor's Conference. They are as follows:

(1) That a clarification and consolidation of youth programs should be formulated and implemented; this may eliminate "youth hunting" for programs;

Proposed Project C(1): This project would be an experimental client project in one prime sponsor area in

Virginia which attempts to clarify and consolidate youth programs. Clearly, the prime sponsor so selected has to have two or more youth programs that should be clarified and consolidated. The contractor would be a prime sponsor, although this would not negate technical assistance from the GETC staff or from an outside contractor.

(2) That a policy change at the federal level concerning the length of training programs should be made, thus accommodating educational institutions (e.g., community colleges) providing (as one of their goals and objectives) associate degrees in vocational areas;

Proposed Project C(2): This would be an experimental project between DOL, DHEW, GETC, and Vocational Education. It would attempt to match and mesh not only planning cycles, but programming cycles as well in community colleges. Three or more community colleges in Virginia could be chosen as such pilot projects, including one in an urban area, one in a suburban area, and one in a rural area.

(3) That a modification of CETA policy and regulations to allow more negotiation and accommodation by both the State and CETA should be attempted, so that mutually beneficial relationships can be established;

Proposed Project C(3): This project would be supervised by the GETC staff or by a contractor who worked for the GETC staff to negotiate looser guidelines (not rules) with DOL and DHEW. These negotiation guidelines would be imaginative instead of restrictive. These negotiation guidelines would cover not only prime sponsors, but LEA's and other program agents. Almost all agencies operating under CETA at the present time are complaining about their inability to negotiate reasonable procedures and programs under the present set of CETA regulations.

(4) That there should be some recognition that each agency has its own clientele and are, therefore, incapable of serving all CETA eligible personnel. Rather, they are willing and able to serve some segment of the population that meshes with their present clientele;

Proposed Project C(4): This project would be a joint CETA-Educational sub-council, consisting of persons from the CETA advisory council and Vocational Education advisory council to examine the interface between their programs. By examining this interface, two groups would be able to determine what CETA eligible personnel are being served, and what CETA eligible personnel are not being served. By doing this in one experimental prime sponsor-LEA area in Virginia, the experience could be used as a pilot project for other prime sponsors.

(5) That a federal policy change that would permit application of block grants to administer CETA programs to inmate populations should be instituted. At the present time, the jurisdictions where the corrective units are located are the only ones requesting funds;

Proposed Project C(5): There could be two experimental projects under this item. First, an experimental project could be instituted which deals with inmate populations, a prime sponsor, and an educational institution. Linkage funds would be used for a collaborative effort between the prison administration, the prime sponsor, and vocational education in the area. Second, an experimental program dealing with ex-offenders should be instituted on a prime sponsor-educational institution collaborative effort. This effort could be used as a pilot project for other prime sponsors and program agents around Virginia.

D. Planning Linkage

Perceived needs in this area included:

(1) That valid and reliable inputs by CETA agencies should be made to educational institutions during their individual planning processes, and vice versa;

Proposed Project D(1): This pilot project would involve one prime sponsor and one educational institution during their planning processes. At the time of planning, there would be a collaborative joint committee consisting of three or more persons from each organization to share their inputs. In this way, CETA eligible populations and vocational education populations would serve a broader spectrum of the population in the community and eliminate duplication. A contractor in this case would provide technical assistance and evaluation of such joint efforts.

(2) That increased technical assistance at the state level should be established by agencies versed in formulating viable statewide plans such as vocational education's five-year plan;

Proposed Project D(2): This project would be an attempt to determine a five-year plan for CETA operations in Virginia. This contract probably would be let with an agency such as State Advisory Council on Vocational Education. SACVE and the Department of Vocational Education have had long experience with establishing five-year plans. Certainly, this would give the GETC a much more extensive look at the progress of training and employment programs in Virginia.

(3) That better formulation and use of a long-range plan (e.g., five-year plan) should be established to provide direction and guidance to employment and training programs and to eliminate some of the present short-sighted planning. However, this may be constrained due to the annual funding of projects;

Proposed Project D(3): There are two possible projects under this item. First, a project could be initiated which called for a contractor to work with the GETC in the analysis, formulation, and implementation of a long-range plan for employment and training in Virginia. Clearly, this plan would have to be evaluated and revised each year. However, it would give a long-range view of where employment and training programs are going in Virginia. In this project, a workshop and/or conferences on strategic management of governmental agencies would be included. Second, one or more prime sponsors could be chosen as appropriate organizations for the establishment of five-year plans. The contractor would provide technical assistance and training in the establishment of such long-range plans, including their analysis, formulation, implementation, interpretation, and evaluation.

(4) That a better data base on which to base short and long-term funding should be set up, especially in the area of

labor market information, evaluation criteria, and demographic information;

Proposed Project D(4): This project could be tied in to Proposed Project B(1). This project would be a collaborative project between the GETC, the VEC, and the VIOCC. A contractor would provide coordinative assistance and technical assistance in the areas of information systems. An initial estimate of a first-year effort would be approximately $500,000 (jointly funded), and the cost could be as high as $2.5 million by the fifth year.

E. Financial Linkage

This particular linkage directly affects the other types of linkages; therefore, the State needs to be totally aware of the ramifications of their actions or inactions concerning funding. The recommendations are as follows:

(1) That there should be allowances for allocation of CETA planning grants to be used by state and local level agencies and educational institutions for investigating potential CETA contacts and formulating reasonable proposals for CETA programs;

Proposed Project E(1): One or more small contracts should be provided for CETA/Education planning grants to investigate potential CETA contacts and formulating reasonable proposals for CETA programs. One or more prime sponsors could be used as the pilot project for this effort. In these efforts, a staff person could be hired to investigate these collaborative efforts.

(2) That there should be tax incentives for employers who hire program participants;

Proposed Project E(2): This project would attempt to determine what other states have done in providing tax incentives for employers who hire program participants (e.g., Massachusetts has such a program which provides state tax rebates for hiring program participants). After these state programs and state legislation have been investigated, the contractor would provide recommendations and specific language for such state tax incentives in Virginia.

(3) That there should be greater amounts of funds allocated to community colleges so that they may conduct support services for their CETA students. Presently, there is no allowance for support services;

Proposed Project E(3): An experimental pilot project should be instituted in one or two community colleges in Virginia for the provision of support services for vocational education programs. Specifically, these support services would include counseling and placement services. Of course, in response to a request for proposal, community colleges may indeed have other support services which they feel are needed by CETA recipients. By instituting such a pilot project, the GETC could evaluate such support services and determine their ultimate cost on a statewide basis.

F. Programmatic/Operational Linkage

This area allows the total CETA program to coordinate effectively all programmatic decisions. The recommendations are as follows:

(1) That technical assistance, provided by the State, should be to facilitate the operationalization of plans to coordinate ongoing activities;

Proposed Project F(1): This project should provide technical assistance by a private or public contractor to the GETC in many different employment and training areas (e.g., assessment of training programs, evaluation of the total operations of prime sponsors, vocational training assistance, long-range planning assistance, short-range planning assistance, appropriate handling of data and statistics, etc.). Throughout the State, prime sponsors, program agents, and educational institutions all indicated the need for technical assistance from the GETC. Indeed, the first project might be to determine the total need for technical assistance throughout the State at state and local levels. This study would attempt to determine the total need as well as the specific types of technical assistance needed.

(2) That a substantial reduction, via consolidation of required forms in the plethora of paperwork should

be initiated;

Proposed Project F(2): This would be an experimental project in conjunction with the DOL and DHEW to determine how much paper could be eliminated. President Carter has had such a task force at the national level for some time. Perhaps the work in the State could be coordinated with that task force. Presently, there are estimates of this paperwork time consumption from 4 percent to 20 percent. Therefore, a contract could be let to see how much of this paper is actually necessary. Hopefully, the DOL and DHEW would jointly fund such a project.

G. Memoranda of Understanding

Various interviewees responded to this area. They offered suggestions that appear to be valid. Their recommendations follow:

(1) That a review of each agreement should occur on a regular basis (a maximum of every two years) which should include an evaluation of goals set forth in the agreement, e.g., information exchange. Such an evaluation would include goal achievement, if the goal(s) were rational and attainable and if the total agreement did indeed foster increased coordination between the two parties;

Proposed Project G(1): The GETC should establish an internal project to establish guidelines for the evaluation of memoranda of understanding on a regular basis. Perhaps a committee or task force could resolve this in one or two meetings.

A research project under this item would provide technical assistance in the determination and clarification of goals of one or more agencies involved in the memoranda of understanding. Such technical assistance would come in the form of leadership facilitation of any group discussing these issues. Such facilitators are considered to be quite neutral. This contract would be quite small in total dollars.

(2) That operational procedures should be developed for carrying out stated agreement goals. These operational procedures should be mutually agreed to and specified in detail;

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Proposed Project G(2): This project would provide technical assistance determining operational procedures. Such technical assistance would provide external innovative ideas and concepts, which are not available in the group or groups meeting to discuss operational procedures and goals.

H. Clearinghouse

A final recommendation which was of secondary importance to the above areas was the development of a "clearinghouse" type of organization. The recommendation is as follows:

(1) That a state level task force should be established whose responsibility would be the identification of all state and local services that CETA participants could find helpful. It would have state-wide information so that contacts could be established when: (a) an inmate is released to a new area of the State; (b) a CETA graduate from a rural area seeks work in an urban area; and (c) other types of CETA services and programs. Services provided by various state agencies could be coordinated to eliminate duplication and better serve those CETA eligible people who, for lack of information by planners as to available resources, are not now being served. Although it would not force the coordination of such agencies, such a system could be used as an information source by state and local level agencies who are not now aware of ongoing activities in their locale;

Proposed Project H(1): After the state level task force is established, a contractor or contractors could be utilized to provide the technical assistance necessary in gathering the information noted. Frequently, such task forces do not have sufficient time to gather all of the information needed to make appropriate decisions. The contractor would provide information on other agencies and organizations (such as employers' associations and trade unions). The contractor would also provide technical assistance in discussions that the task force would have. The contractor would also provide information on the different types of clearinghouses that have been established and how much they would cost.

TABLE OF CONTENTS

PART ONE: GENERAL BACKGROUND INFORMATION — Page

I. Introduction 1
II. Objective 3
III. Results and End Products 4
IV. Literature Review 4

PART TWO: METHODOLOGY

I. Research Plan 13
II. Interrelationship of Successful Links - Prime Sponsor and its Counterpart (Priority 3) . . . 13
  A. Compilation of Documents 13
  B. Brief Analyses of Documentation and Interview Development 14
  C. On-Site Interview 14
  D. Brief Analyses of Data and Development of Future Linkage Needs 14
III. Nomination Survey 15
IV. State Level Assessment 17
V. Linkage Definitions 19

PART THREE: DATA ANALYSES

I. Introduction 21
II. Nomination Survey 21
III. State Level Assessment Data 32
  A. Planning and/or Communication Linkage . . . 32
  B. Structural, Communication, and Behavioral Linkages 33
  C. Policy Linkage 34
  D. Planning Linkage 34
  E. Financial Linkage 35
  F. Programmatic/Operational Linkage 35
  G. Memoranda of Understanding 36

PART FOUR: RECOMMENDATIONS

I. Introduction: State Level Assessment Needs 37

PART FOUR: RECOMMENDATIONS (Continued) Page

II. Summary of Recommendations and Proposed Linkage Projects for Future Section 202(d) Funds . . 37

A. Planning and/or Communication Linkage . . . 38
B. Structural, Communication, and Behavioral Linkages 41
C. Policy Linkage 42
D. Planning Linkage 44
E. Financial Linkage 46
F. Programmatic/Operational Linkage 47
G. Memoranda of Understanding 48
H. Clearinghouse 49

III. Further Assistance by the Contractor 50

TABLES

Page

Table 1 Strategic Management Functions and Linkages in CETA/Education Programs Including CETA Inputs, and Outputs 11

Table 2 Linkage Definitions 20

Table 3 Partly or Fully Funded CETA Programs at Responding Community Colleges 23

Table 4 Responding Public School Districts 27

Table 5 Response Rate for the Nomination Survey 31

APPENDIXES

Page

Appendix A Management Plan and Schedule A-1

Appendix B Agencies Sent Nomination Survey (Public Educational Systems) B-1

Appendix C Prime Sponsor C-1

Appendix D CETA Balance of State Regional Offices D-1

Appendix E Nomination Survey E-1

Appendix F Future Needs Interviews F-1

Appendix G Legislation G-1

Appendix H Definitions H-1

Appendix I Planning Systems I-1

Appendix J Programs J-1

Appendix K Organizations and Agencies K-1

Appendix L General Bibliography L-1

Appendix M Memoranda of Understanding M-1

PART ONE

GENERAL INFORMATION BACKGROUND

PART I

GENERAL BACKGROUND INFORMATION

I. Introduction and Problem Statement

Employment and training systems, by their nature, strive for specific end products within their programs. Although their goals and objectives can be seen as accommodating to a diverse range of other systems, the employability of their program participants is the end product for which they must be ultimately accountable. The educational system must also be viewed in light of its goals and objectives, which are to provide students with the necessary educational and vocational skills needed to fulfill themselves in the society in which they exist.

These two systems cannot exist independently and must be linked in a manner which will be most conducive to the total development of the individual. But, while this link has been encouraged and in some instances mandated, there has been a continued lack of information on what activities constitute an effective link between educational institutions, employment agencies and training agencies.

This research effort was an attempt to fill this information gap by evaluating the extent to which educators and CETA prime sponsors have been able to coordinate successfully their activities, and by subsequently describing those collaborative efforts which prove to be necessary for effective planning and programming of employment/training and educational activities in the community. Listed below is a summary of why there was a need for this study:

1. To identify:
    a. Collaborative agreements/linkages between prime sponsors

and educational institutions providing educational and training services to prime sponsors.

b. Collaborative agreements/linkages between prime sponsors and governmental agencies involved in employment and training activities, i.e., service providers, funding agencies and technical assistance agencies.

c. Collaborative agreements/linkages between federal, state and local agencies (such as working agreements through memoranda of understanding between the Governor's Employment and Training Council and State agencies).

d. The important elements in these agreements leading to increased coordination.

e. The crucial variables which contribute to increased collaboration which may include:

    i. Planning Linkages,
    ii. Structural Linkages,
    iii. Policy Linkages,
    iv. Financial (Budgetary) Linkages,
    v. Programmatic/Operational Linkages.

f. The resources available on either side and obtain the cooperation of all actors with collaborative agreement to provide information (formal and informal) on how the agreements were achieved.

g. If the existing local organization, administrative and operational systems, which provided the background for such agreements, had any particular or unique characteristics which aided the cooperative process.

2. To provide information to prime sponsors, educational institutions, advisory councils and other interested agencies that examines:

a. Employment/training and education legislation as it relates to their linkages.

b. Alternative ways of replicating programs or transferring programs to employment and training institutions or other agencies capable of more efficient and effective delivery of services.

c. Strategies for increasing collaborative efforts between CETA and Education.

3. To provide a long-range needs assessment that can be used by both resource and service providers that will:

a. Determine specific employment and training needs in the state.

b. Determine specific linkage needs necessary in meeting (a).

c. Provide an adequate data base for use in future planning.

Working within this framework the study has been able to construct:

1. A state-of-the-art documentation of specific linkage needs within the Commonwealth of Virginia which includes identification of necessary areas of linkage and an elucidation of their status.

2. An analysis of future CETA/Education needs from both a state and local perspective.

3. An effective CETA/Education model based on five identified, crucial variables found to contribute to increased collaboration between the employment and training and educational systems.

II. Objective

We believe that there is a close relationship between Priority 2, Needs Assessment for Future Section 202(d) Funds, and Priority 3, Documentation of Successful Linkage Efforts and Activities and Evaluation of Transferability of Efforts and Activities. Therefore, this report covers the first of these two objectives in a total integrated effort. The second objective was covered under our proposal for Priority 3.

The first objective which we proposed was an in-depth study of CETA/Education linkage needs with the Commonwealth of Virginia. This study included a documentation of successful linkage mechanisms known to be necessary for successful program implementation, a documentation of the long-range needs in the State to establish these linkages, and recommendations on how present E/T needs and future needs can be accomplished.

By meeting this first objective and the second objective (noted in our proposal for Priority 3), we have produced a system that can be used by CETA sponsors, educational institutions, and appropriate state agencies who are concerned with CETA/Education relationships and who are searching for methods to coordinate their activities. The system also could be helpful to other state and local agencies for the coordination of programs other than those dealing specifically with CETA.

III. Results and End Products

The results of this project were as follows:

1. A state-of-the-art documentation of specific linkage needs within the Commonwealth of Virginia which includes the identification of necessary areas of linkage and an elucidation of their status.
2. An effective CETA/Education linkage structure.
3. An in-depth study for long-range planning purposes in the area of future CETA/Education activities.
4. A final report which clearly identifies the necessary areas of linkage, sets priorities, discusses the data gathered in this project and how the data can be used for long-range planning, and sets up guidelines for building on the base established in this project.
5. Regular bi-monthly reports were issued to the GETC staff.

IV. Literature Review

Several sources were used to obtain a bibliography of research and publications dealing with CETA/Education linkages. These sources included: (1) a computerized library retrieval system in the Virginia Tech library; (2) contacts with federal, state, and local agencies dealing with linkages; and (3) bibliographical references on projects related to education and to employment and training.

Sources specifically dealing with linkage characterizations clearly are lacking. There are references which describe successful programs, but they usually lack any insight into the means or mechanisms used to make these programs successful and generally do not include any definitions or criteria upon which to measure programmatic success.[1] Other references provide guides or outlines dealing with brief suggestions on how to proceed in applying for CETA funds from a prime sponsor.[2] These guides usually contain the following:

1. Locate the prime sponsor in a given jurisdiction from the Governor's office.
2. Obtain the names of CETA officials from the prime sponsor's office.
3. Communicate with these officials to become familiar with CETA operations, including the procedures for preparing and submitting proposals.
4. Complete and submit the proposal to the prime sponsor.
5. Maintain visibility by being actively involved in employment and training activities.[3]

Other publications may include a detailed description of the types of programs funded under CETA. However, they do not define or deal with coordination, and therefore leave the issue of linkage to the discretion of the reader.[4]

Some research dealing with coordination has been done between employment and training agencies and other agencies and institutions that are not directly in education. The earliest study dealt with the utilization and intention of programs of manpower training with closely associated programs, for example, those conducted under the Wagner-Peyser Act and the Work Incentives Program under Part C of Title IV of the Social Security Act. These researchers'attempted to determine how these programs could be better coordinated and more effectively combined to serve individuals, in particular those at the state and local levels.[5] These researchers' sampled local prime sponsors to gain information on their perceptions of coordinated activities at the federal, state, and local levels. At the federal level, the prime sponsors were asked to assess: (1) the value of technical assistance from DOL and HEW agencies in designing CETA programs; (2) their coordination with other manpower programs; and (3) their collection and exchange of program information. Respondents to the survey indicated that they had not asked for assistance, and where assistance was given it was usually described as having limited value. At the state level, prime sponsors were asked to assess the usefulness of existing State Manpower Services Councils (SMSC). Generally, the prime sponsors felt SMSC meetings had been useful in increasing their contact with other prime sponsors and representatives from state agencies, and were a means for providing an exchange of information.[6] To a lesser extent, it was felt that the SMSC meeting had served as a forum for the discussion and resolution of common problems. Communications via the SMSC with educational representatives were not surveyed or discussed.

A number of barriers to coordination that existed between prime sponsors and the state agencies that operated local level programs were indicated by the responses to questions concerning local level coordination activities. These barriers to coordination included:

1. Absence of accurate up-to-date labor market information; and
2. Lack of input in the CETA planning process from other groups and agencies.[7]

Although coordination persisted as the main theme of the report, it was not described or characterized as to its workable components, nor were successful coordination efforts described.

Furthermore, Cassell conducted a study of intergovernmental linkages which dealt with the same topic in terms of barriers to coordination.[8] This researcher attempted to conduct an in-depth analysis into the barriers of coordination which existed between state level agencies administering local level programs. Through the use of a "round robin" type of discussion by groups of agency representatives, a series of coordination barriers thought to exist between the various agencies was formulated. These included:

1. Confusing and conflicting rules and regulations.
2. Communication methods.
3. Planning cycle problems.
4. Turf.
5. Lack of information.
6. Goal incongruence and role confusion.
7. Internal problems of agencies.
8. General resistance to change.
9. Monitoring and evaluation.
10. Political relationships.
11. Lack of appropriate incentives.
12. No time or manpower to coordinate.
13. Inadequate funding.
14. Inadequate technical assistance.[9]

After these barriers were identified and described, those thought to be of major importance were analyzed by Cassell and his colleagues as to specific activities they affected. They also developed means to facilitate the successful functioning of these activities. Communication was an important aspect of the study.

Since the absence of communications was cited as a significant barrier to coordination, a matrix model was developed by Cassell to describe the relationship between various types of communication and various levels and phases of the coordination process. He attempted to describe communication on a matrix ranging from open, informal communication processes to relatively closed, formal arrangements. Within the open, informal setting which is usually seen in early stages of coordination, a rather wide number of topics and activities could be discussed between agencies or people. As these relationships matured, communication could be seen as becoming more closely centered on specific areas of mutual interest and more formalized, which led to written memoranda of understanding, contracts and joint activities. Based on behavioral methodology, training, seminars, and workshops were developed and presented in an effort to functionalize this hypothesis in governmental agencies.

Probably the best technical manual written describing the coordination of linking mechanism between various governmental agencies is the "Technical Assistance Guide" prepared by the Department of Labor to assist state and local WIN and CETA program sponsors in the process of coordinating their services.[10] This guide deals extensively with how the process of coordination occurs and how critical decisions are made throughout the process, which will yield various types of program coordination. It is divided into two sections, the first of which provides a description of the various developmental phases and steps in the coordination process which appear to be related to meaningful and lasting agency coordination. These sequential phases are:

1. Initiation.
2. Organization.
3. Implementation.
4. Modification.[11]

The second and final section describes several specific types of coordinated CETA/WIN activities and linkages observed which are thought to be useful and pertinent to other WIN and CETA program sponsors.

Hodgetts and Wortman have attempted to define the strategic management process in not-for-profit organizations.[12] Specifically, they have defined strategic management as the "systematic study of administrative processes in modern organizations which operate under varying degrees of uncertainty, both internal and external to the organization. Such a study includes integration of the analysis, formulation, implementation, interpretation, and evaluation of policies and operations by top-level executives in organizations."[13]

In this model, they first note that the executive must clearly define the problem or opportunity so there will be a clearly defined solution to the problem. Indeed, this means an analysis of all factors involved and the impact of internal and external environments upon these factors. Second, they indicate that appropriate response to the problem or opportunity must be formulated. Third, after the responses have been proposed, the implementation of solutions to those problems and responses to the challenges and opportunities must take place. Fourth, personnel throughout the organization must have an interpretation of the actions to be implemented or about to be implemented. These clarifications may include amendments, revisions or deletion of certain parts of policies established, plans implemented or about to be implemented, and procedures planned or implemented. Fifth, the effectiveness and efficiency of the policies and operations taken in response to the problem or challenge facing the organization must be evaluated.[14]

On the basis of these strategic management functions and on the basis of the linkage definitions established in Part II, a tabular presentation of strategic management functions, linkages, CETA inputs, education inputs, and projected outputs was formulated (see Table 1). Clearly, these projected inputs and outputs are but a partial listing of potential inputs and outputs during the different phases of coordination. In the companion study (Priority 3), these inputs and outputs are more carefully delineated. Inputs in this table were derived from established barriers of coordination and methods for overcoming these barriers. Outputs were established from the literature dealing with successful programs that partly established the underlying causes for these successes, as well as from the literature dealing with coordinative efforts. This table provides an initial look at factors related to linkages.

TABLE 1

STRATEGIC MANAGEMENT FUNCTIONS AND LINKAGES IN CETA/EDUCATION PROGRAMS INCLUDING CETA INPUTS, EDUCATION INPUTS, AND OUTPUTS[a]

Strategic Management Functions and Linkages[b]	CETA Inputs	Education Inputs	Outputs
Analysis Function Policy Linkage Structural Linkage Behavioral Linkage Financial Linkage	1. Contact person 2. Advisory council--membership openings for education 3. Extra representatives for council	1. Contact person 2. Advisory council--membership openings for CETA 3. Extra representatives for council	1. Identification of agency and institutions 2. Identification of common population segment 3. Identification of available services, facilities, faculty 4. Identification of available funding sources 5. Identification of common goals and objectives
Formulation Function Policy Linkage Planning Linkage Behavioral Linkage	1. Requests for proposals 2. Workshop for proposal clarification and implementation 3. Solicitation of education perceived needs 4. Assessment of proposals 5. Information base 6. Establish evaluation process	1. Responses to requests for proposals 2. Responses to unsolicited proposal requests 3. Active participation in workshops 4. Involvement of some educational personnel in assessment of proposals 5. Information base 6. Establish evaluation process	1. Identification of local area needs as perceived by both CETA and education 2. Identification of agency and educational capability 3. Establishment of joint evaluation process 4. Establishment of common information base 5. Concurrence on specific linkages and/or coordination objectives
Implementation Function Behavioral Linkage Structural Linkage Programmatic/Operational Linkage	1. Implement programs 2. Application of all possible linkages 3. Monitor coordinated activities	1. Implement programs 2. Application of all possible linkages 3. Monitor coordinated activities	1. Improved cost-effectiveness 2. Elimination of duplication of services 3. Increase population coverage 4. Efficient facility/resource utilization 5. Use of special funds
Interpretation Function Behavioral Linkage Communications Linkage Programmatic/Operational Linkage	1. Interpretation of programs to clients and staff 2. Establishment of necessary coordinative task forces and committees	1. Interpretation of programs to clients and staff 2. Establishment of necessary coordinative task forces and committees	1. Collaborative interpretation of programs to clients and staff 2. Development of appropriate communications linkages
Evaluation Function Behavioral Linkage Communications Linkage Planning Linkage	1. Determine needs for modifying programs 2. Determine needs for modifying any linkage or component of linkage	1. Determine needs for modifying programs 2. Determine needs for modifying any linkage or component of linkage	1. Successful programs 2. Successful linkage activities

[a] The strategic management functions are taken from: Richard M. Hodgetts and Max S. Wortman, Jr., Administrative Policy: Text and Cases in Strategic Management (2nd ed., New York: Wiley, 1980), pp. 51-54.

[b] The linkages are those defined in Part II of this report.

FOOTNOTES

[1] The majority of these narratives have been funded under federal grants. See: U. S. Department of Labor, Employment and Training Administration, *The Unfolding Youth Initiatives* (Washington, D. C.: 1978); and U. S. Department of Labor, Employment and Training Administration, *Impacts of YEDPA on Education/CETA Relationships at the Local Level: Five Case Studies* (Washington, D. C.: 1978).

[2] Illinois Community College Board, *Handbook for Illinois Public Community Colleges and Illinois Prime Sponsors Under the Comprehensive Employment and Training Act (CETA)* (Springfield, Ill: 1977).

[3] U. S. Department of Labor, "How to Get Money from CETA", *Worklife*, 2, No. 1 (January, 1977), pp. 29-30.

[4] U. S. Department of Health, Education and Welfare, *CETA and HEW Programs* (Washington, D. C.: 1976); and U. S. Department of Health, Education and Welfare, *Education and CETA* (Washington, D. C.: 1976).

[5] National Commission for Manpower Policy, *Manpower Program Coordination* (Washington, D. C.: 1975).

[6] National Commission for Manpower Policy, p. 112.

[7] National Commission for Manpower Policy, pp. 114-115.

[8] Cassell, Frank H., *Intergovernmental Linkage and Cooperation: Models for Strengthening State and Local Management of Manpower Programs* (Evanston, Ill: Graduate School of Management, Northwestern University, 1976).

[9] Cassell, p. 20.

[10] U. S. Department of Labor, Employment and Training Administration, *Guidelines to Effecting Coordination: WIN and CETA* (Washington, D. C.: 1978), p. 1.

[11] U. S. Department of Labor, *Guidelines* . . ., p. 1.

[12] Hodgetts, Richard M., and Max S. Wortman, Jr., *Administrative Policy: Text and Cases in Strategic Management*, 2nd ed. (New York: Wiley, 1980), pp. 6-13.

[13] Hodgetts and Wortman, pp. 9-10.

[14] Hodgetts and Wortman, pp. 52-54.

PART TWO

METHODOLOGY

PART TWO

METHODOLOGY

I. Research Plan

Priority 2 basically dealt with assessing future needs for Section 202(d) Funds. To obtain information from various types of administrators (at state and local levels) involved with CETA/Education projects, we developed a short questionnaire which was designed to solicit ideas concerning the future needs of the various agencies using Section 202 (d) Funds. A "Nomination Survey" was also developed to solicit data relevant to the outcome of this project. The Management Plan and Schedule used to implement the Research Plan in shown in Appendix A.

II. Interrrelationship of Successful Links-Prime Sponsor and its Counterpart (Priority 3)

A. Compilation of Documents

All documents, reports, statistical data and other pertinent information dealing with CETA/Education linkage activities were obtained from state and local agencies and institutions in the Commonwealth. Initial telephone contacts were made and followed up by written correspondence. Agencies and institutions that were contacted included prime sponsors; post-secondary education institutions and secondary educational institutions having dealings with the prime sponsors and Balance-of-State local offices on the local level; state agencies and state advisory councils and staff at the state level; and regional DOL and HEW offices at the federal level. This phase of the study also included a state-of-the-art literature review in the area of coordination and linkage in the CETA/Education area, which is in Part One.

B. Brief Analysis of Documentation and Interview Development

Following the return of all documents and information and using the state-of-the-art material collected in the first phase of the study, an analysis of present linkages in the Commonwealth was initiated. Information gathering in this phase supported the development of a primary interview instrument that was used in an on-site interview schedule at the local and state levels.

C. On-Site Interview

In order to supplement initial documentation, research associates were sent into the field to interview prime sponsors, the Balance-of-State regional offices and educational institutions having coordination activities. These personal interviews served to broaden or clarify the initial documentation and provide relevant programmatic, organizational and human interaction data for a complete project analysis. In addition to these personal interviews, additional reports, documents and other related materials were collected. These documents included specific employment and training needs and related educational agencies and institutional needs. The information received provided the data base for identifying effective mechanisms for linkages facilitating coordination.

D. Brief Analyses of Data and Development of Future Linkage Needs

The completed in-depth data and anecdotal records permitted analysis of state linkages in terms of effectiveness. Closer analysis of specific, highly effective programs in the State, i.e., the inclusion of Priority 3, offered an excellent source of additional information to the proposed analysis. The collected data and documentation were analyzed in detail to identify procedures and strategies supportive of and conducive to effective coordination of programs and activities between CETA and Education. These data were used to build an effective structure against which operations can be compared and to which projects can be developed.

During this phase of the project, a questionnaire was developed and sent out to experts and practitioners in the area of CETA/Education which solicited their perceptions of specific linkage needs for future planning. Analysis of those responses gave the staff a data base by which they were able to compile documentation on future needs in the area of CETA/ Education documentation.

III. Nomination Survey

A nomination survey, which was short and concise, was developed for the purpose of collecting preliminary information obtained from joint CETA/Education activities at the local level (see Appendix E). Information collected was of a three-fold nature. First, the agencies were requested to provide basic information on the types of programs carried out through: (1) cooperation of the prime sponsor and the educational entity; (2) funding sources used to support these programs; (3) contact people primarily involved in planning and carrying out these programs; and (4) various other contacts or activities conducted outside the prescribed program activity. Second, respondents were asked to characterize these programs and extra-program activities in terms of how successful they appeared operationally and programmatically, and to identify other educational entities which appeared to be carrying on successful programs or which engaged in activities with prime sponsors. Third, respondents were asked to provide documents, reports, and other pertinent information such as project reports, narratives, proposals, and contracts that would be useful in analyzing linkage patterns, successful programs, and linkage needs. Information on perceived program success was used as preliminary information for the Priority 3 research project. The survey was mailed to three specific groups of employment and training agencies and educational systems.

All Virginia CETA prime sponsors were solicited for information. This group included one city prime sponsor (Alexandria), three county prime sponsors (Arlington, Fairfax and Prince William counties), five county consortia prime sponsors (Richmond Area Manpower Planning System - RAMPS, Henrico-Chesterfield-Hanover CETA Consortium, Southeastern Tidewater Area Manpower Authority - STAMA, Peninsula Office of Manpower - POMP, Roanoke Consortium for Manpower Services), the State of Virginia Balance-of-State and its five regional office centers (ROC) located in Warsaw, Farmville, Roanoke, Harrisonburg and Abingdon.

Contacts were made with all 95 county, 41 city and 5 town public school districts within the State. Whenever possible, information requests were directed to the personnel involved in the vocational education activities of the school districts, with notification of the request sent to their superiors, i.e., the superintendent of the school district. If no such individual were identified, contacts were made directly with the school district superintendent. Similarly, contacts were made with all 22 accredited community colleges within the State. Because of the inability to obtain a list of personnel involved in the vocational educational activities of these institutions, contact was established via the presidents of these institutions.

Besides contacting the above mentioned groups, individuals related to employment and training operations and educational operations were asked to comment on local level activities and programs involving educational institutions and CETA prime sponsors, and on CETA/Education coordination in general. These groups included: (1) members of state and local vocational education and employment and training advisory councils; (2) researchers; (3) academicians having expertise in the area of coordination; and (4) federal administrators responsible for federal level coordination. Washington-based public interest groups were also included in this sample. The most notable of these groups are:

U. S. Department of Labor, Employment and Training Administration;
U. S. Office of Education, CETA Coordination Unit;
National Institute of Education;
National Governor's Conference; and the
U. S. Conference of Mayors.

The majority of these contacts were made through telephone interviews, and if necessary, written communication was utilized.

IV. State Level Assessment

A short questionnaire dealing with present state and local level coordination and future coordination needs was administered to a selected sample of state level administrators, planners, and advisory council members in late July through early August of 1979. This sample consisted of representatives from the following state and public organizations as well as private interest groups:

Virginia Agri-Business Council;

Virginia Department of Labor and Industry-Division of Apprentice Training;

Virginia Department of Rehabilitative Services;

Rehabilitative School Authority;

Virginia Department of Corrections-Division for Children;

Virginia Department of Community Colleges-Division of Industrial Development;

Virginia Department of Education-Division of Vocational Education;

Virginia Department of Welfare-CETA Coordination Unit;

Virginia Employment Commission; and

Virginia Manufacturing Association.

Members of the sample were chosen on the basis of: (1) the agency or group representation; (2) their expertise in the area of employment, training, and education; and (3) their level of interest and activity on local and state advisory councils. Members of the sample having advisory council seats were asked to evaluate the contribution of these councils with regard to CETA/Education coordination. The questionnaire was divided into three basic sections (see Appendix F). The first included questions which dealt with both state and local advisory councils in reference to employment, training, and vocational education. Participants were asked for: (1) their opinions on the functioning of these councils; and (2) recommendations for the improvement of these councils in the area of coordination. The second section asked for their perceptions on collaborative agreement between state agencies and the Governor's Employment and Training Council, such as working agreements through memoranda of understanding between these entities. The sample was asked to comment on the workability and goal attainment of these agreements as well as recommendations for future improvement. The third, and most extensive section, asked for perceptions and future needs at the federal, state and local level in the five linkage areas defined by the research staff: (1) financial; (2) planning; (3) policy; (4) programmatic/operational; and (5) structural. Because of the diverse nature of the sample, not all members were asked to comment on the complete set of questions developed in the final survey. Comments from all participants in the sample were combined to provide a measure of anonymity, and incorporated into a report identifying perceived present linkages and future needs.

V. Linkage Definitions

As the study progressed, the five linkage areas were deemed to be insufficient in scope. At this point, two more categories--behavioral and communications--were added (see Table 2). Definitions of linkages were formulated by these researchers. Clearly, Priority 3--Documentation of Successful Linkage Efforts and Activities and Evaluation of Transferability of Efforts and Activities--is directly linked to the procedures and findings of this study on Needs Assessment for Future Section 202(d) Funds. Therefore, both Priorities 2 and 3 must be reviewed in order to gain an overview of all research efforts and findings.

TABLE 2

LINKAGE DEFINITIONS

1. Communication linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) which promotes informal and formal networks of information exchange systems.

2. Behavioral linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) which establishes a human relations perspective and which enhances informal interaction among participants.

3. Structural linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) which coordinates the formal hierarchical frameworks of roles and duties among the participating agencies.

4. Programmatic/Operational linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) which facilitates the operationalizing of plans to coordinate ongoing activities.

5. Planning linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) which establishes a mechanism for accomplishing mutual maximization of human and technological resources.

6. Policy linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) that displays written statements defining overall goals and objectives initiated by top level planners.

7. Financial linkage--A linkage between a prime sponsor and its counterpart (LEA, community college or skills center) which promotes the sharing of monetary resources.

PART THREE

DATA ANALYSES

PART THREE

DATA ANALYSES

I. Introduction

In this section, the data gathered in this research effort are analyzed. First, the responses to the "Nomination Survey" were analyzed. Second, the responses received from select state level administrators, planners, and advisory council members located in state agencies and public and private interest groups were analyzed.

II. Nomination Survey

The survey was mailed to all Virginia prime sponsors, all Virginia ROC offices, 141 county, city and town school districts in Virginia, and 23 community colleges in the first week of May, 1979. On June 27, the total response rate was 63.5 percent. Within four weeks of the initial mailing, there was a 49.3 percent response rate. The remaining 17.4 percent responses were received after a follow-up request was sent to those parties not responding to the first survey request. Of the county, city, and town public education entities receiving a survey, 67.9 percent responded.

County public school districts had the highest response rate at 71 percent, followed by city school districts at 65 percent and town school districts at 40 percent. Response rate figures do not necessarily include responses made by individuals within particular school districts completing duplicate copies of the surveys and those individuals making initial telephone contact with the research staff. Similarly, the response rates do not include contact made by the research staff with educational institutions that were perceived by other educational institutions and employment and training agencies as having successful training and educational programs. The response rate of 48 percent of community colleges was lower than anticipated. The final regional Balance-of-State CETA offices response rate was 60 percent. The prime sponsor response rate was 40 percent.

Of those responding, 70 percent of the county public school districts stated that they are either actively engaged in programs with the CETA prime sponsors or have funded slots for personnel on their staff, which range from custodial services to professional employees. Cities which engaged in these activities had a response rate of 89 percent. Two of five towns reported having programs or personnel funding under CETA. All of the responding community colleges reported having a variety of training programs fully or partly funded by CETA. All educational entities contacted through means other than the mail survey were engaged in program activities with their local prime sponsors. Respondents located at several educational institutions were contacted via telephone by the research staff for information pertaining to: (1) local and state advisory councils; (2) federal agencies including the CETA Coordination Unit of the Office of Education; (3) the Employment and Training Administration of the Department of Labor and various Washington-based groups such as the National Governor's Conference; (4) the National Institute of Education; and (5) the American Vocational Association. All information requested from these respondents were successfully obtained through telephone contacts. (Table 3 contains a listing of all training programs partly or fully funded under CETA

TABLE 3

PARTLY OR FULLY FUNDED CETA PROGRAMS AT RESPONDING COMMUNITY COLLEGES

Programs	CETA Title
Individual Referral Programs	(title unknown)
Accounting (3)	
Animal Science	
Agricultural Business	
Automotive Analysis and Repair (5)	
Child Care (3)	
Clerk-Stenographer (3)	
Data Processing	
Diesel Mechanics	
Drafting (4)	
Electricians Training Program	
Electronics Servicing (3)	
Management (4)	
Mechanical Design Technology (6)	
Merchandising (2)	
Mental Health (2)	
General Office Assistant	
Secretarial Science (7)	
Clerical Arts (6)	
Electrical/Electronics Technology (5)	
Architectural Drafting	
Automotive Technology (3)	
Business and Industrial Supervision	
Correctional Science Certificate	
Correctional Science Specialization	
Industrial Maintenance	
Industrial Technology (2)	
Instrumentation Technology	
Environmental Control Officer (2)	
Industrial Referral Programs	(title unknown)
Machine Operations (3)	
Machine Technology (2)	
Police Science	
Practical Nursing	
Real Estate	
Records Management	
Salesmanship Certificate	

Table 3 continued

Programs	CETA Title
Supermarket Management	
Welding	
Recreation and Parks	
Nurse Aide	
Masonry Training	
Marine Maintenance Mechanics	
Public Service Technology Instructional Aide	
Public Service Tech-Law Enforcement	
Public Service Tech-Police Science (3)	
Respiratory Therapy	
Airconditioning, Heating, and Refrigeration (2)	
Applied Electricity	
Corrections	
Human Services (3)	
Plumbing	
Bookkeeping	
General Engineering	
Civil Technology	
Dental Assistant	
Individual Referral Programs	(title II-B)
Individual Referral (3)	II
Individual Referral (2)	II, II-B, II-D, VI
Individual Referral (2)	
Civil Technology (AAS)	
Drafting and Design Technology (AAS)	
Drafting (2)	
Mechanical Drafting	
Environmental Technology (AAS)	
Environmental Control Operator (Diploma)	
Environmental Control Operator (Certificate)	
Machine Tool Operator	
Secretarial Science	
Clerical Arts	
Dental Assistant	
Police Science	
Electrical/Electronics	
Law Enforcement and Admissions	
Radio and T. V. Manufacturing/Servicing	
Hotel-Motel Management	
Airconditioning and Heating (2)	
Electric Appliance Repair and Servicing	

TABLE 3 continued

Programs	CETA Title
Electricity	
Welding	
Welding/Machinist Technician	
Carpentry Helper	
Sewing Machine Mechanics	
Masonry Trades	
Industrial Maintenance	
Keypunch	
Medical Laboratory Assistant	
Accounting Assistantship	
Clerical Classes	
Automotive Mechanics	II-B, II-D, and VI
Individual Referral Programs	(title I)
Airconditioning and Refrigeration	
Auto Analysis and Repair	
Clerical Studies	
Drafting	
General Merchandising	
Welding	
Basic Skills Training	
Carpentry	
Electrical Work	
Drywall Finishing	
Plumbing	
Nurse Aide (2)	
Business Skills	
Miscellaneous Programs	
Class-size Referrals (2)	II
Class-room Vocational Programs	II-B
SYEP Education and Training	III
PSE Training (3)	II-D
PSE Training (4)	VI
PSE Training-Special Projects	VI
a) operation mainstream	
b) grounds improvement	
CETA Goes to College	I
SYEP	DOL
YETP	DOL

underway at the responding community colleges. Those programs at the responding public school districts are reported in Table 4).

Approximately 20 percent of those respondents stating that they were engaged in program activities returned documents relating to this programmatic activity. This documentation included: (1) project reports; (2) project narratives; (3) proposals written for future funding; and (4) written contracts between the educational entity and the prime sponsor. Project reports basically included: (1) project description; (2) the objectives of the project; (3) plans; (4) target populations; (5) project evaluation; and (6) recommendations for its continued funding. Project narratives received were basically descriptive overviews of project activities and included relatively little statistical data that related to target populations served or funding allocations. Proposals received from the educational institutions included both funded and unfunded proposals written in response to "Request for Proposals" (RFP's) which were sent out by the CETA prime sponsors. The length of these proposals ranged from five to forty typewritten pages. Contracts received were those signed between the CETA prime sponsor and the educational entity, which provided skill training, position slots, and other activities. Specific reports and documentation relating to the other forms of linkage and coordination activities were neither sent nor referred to in the returned surveys.

The two forms of linkage activity referred to in the surveys were CETA-HEW workshops and membership on prime sponsor advisory councils. A number of responding parties indicated that they had been involved in workshops sponsored by state employment and training agencies over

TABLE 4

RESPONDING PUBLIC SCHOOLS DISTRICTS

Programs	CETA Title
Youth Employment and Training Programs (YETP)	
YETP (2)	IV
YETP (4)	III
YETP (2)	----
YETP (Dropouts and potential dropouts) (2)	----
YETP 14 yr. and 15 yr. (2)	IV
YETP 16 yr. to 21 yr. (2)	II-B
YETP Bath Youth Community Improvement Program (BYCIP)	IV
YETP Young Adult Work Experience (4)	II-B
Work Experience - In-School and Summer	I, II, and III
In-School and Summer Work Experience (14-21 yr.) (2)	I
Youth In-School Employment Experience	VI
YETP Career Employment Experience	IV
In-School Work Experience	II-B
In-School Program (2)	II-B
In-School Suspension	VI
In-School Work Experience (YEDPA)	----
Summer Youth Employment Program	III
Summer Youth Employment Program (SYEP) (5)	IV
Work in Summer Youth Program	----
Summer Work Experience Project (2)	----
YEDPA	IV
Summer Program for Economically Disadvantaged Youth	III
In-School Transition Services	IV
Youth Community Conservation and Improvement Program	IV
Project YEELD (work-study) YEDPA	----
GED Programs	
GED	I
GED Course and Test	----
GED Prep (2)	II-B, II-D
Classroom Training to CETA eligible	----
Public Service Employment (PSE)	
PSE (2)	VI

TABLE 4 continued

Program	CETA Title
Public Service Employment (PSE) (2)	II-D
PSE (2)	----
PSE and Trainees in Vocational Programs	II-B
Vocational Programs	
Skill Center	----
Office Machine Repair	----
Welding (4)	----
Heating and Airconditioning (3)	II-B
LPN Program	5% Voc. Ed. Funds
Computer Programming	5% Voc. Ed. Funds
Cosmetology	5% Voc. Ed. Funds
Tractor Trailer Driving	5% Voc. Ed. Funds
Heavy Equipment Operator	5% Voc. Ed. Funds
Masonry (2)	80% Funds
Auto Mechanics (3)	II-Gov. Special Grant
Certified Medical Lab	----
Carpentry (4)	----
Diesel Mechanics	----
Auto Body Repair	----
Clerical	----
Clerical Training (3)	IV
Clerk-Stenographer (2)	II
Machine Shop (2)	----
Maintenance-Technician (2)	VI
Building Maintenance	----
Building Maintenance (5)	II-B, Gov. Special Grant
Mobile Home Repair	----
Health Assistants	----
Secretarial (2)	----
Electrician (2)	II-B, Gov. Special Grant
Library Clerks	II, IV
Security	----
Cafeteria	----
Home Economics (2)	Handicapped Students
Industrial Arts and Orientation/Exploration (3)	Handicapped Students
Secretarial	VI Special Projects
Electrician	----
Production Machinery Operator	----
Vocational and General Adult Education	Local CETA/State (50/50)
Work Training Stations within Public School Facilities	----

TABLE 4 continued

Program	CETA Title
CETA - Educational Training	
Agricultural Education	Handicapped Students
Trade and Industrial Education (3)	Handicapped Students
Staff Support	III
Music Instructor	II, IV
Teacher	----
Teacher Aide Trainee	I
Teacher Aide Trainee (2)	II-D, IV, VI
Teacher Aide	----
Vocational Trainer	I
Teacher Aides	II
Other Programs	
To Relieve Local Unemployment	II
Employment of Personnel to Initiate Career	IV
Information Centers in Secondary Schools	----
Transitional Services	III
School Contract	II-D, IV
Disadvantaged Youth	----
Living Skills	II-B
Career College Assistant Program	----
Employment Counseling and Placement	----
CETA Placement Interviewing	----
VEC Microfiche Job Placement Program	----
Comprehensive Employment Training Service (4)	DOL
School Building Energy Audit	VI
Henrico H. S. Instructional and Plant Improvement Project	VI
Adult Work Experience	----

the past several years. Several of those responding were educational institutions presently having no programs with CETA prime sponsors. A few respondents indicated that they had benefited from the information and contact they had gained in these workshops. The second form of linkage activity referred to by the responding parties was their membership on local CETA prime sponsor advisory councils. Although no comments were made in the surveys as to benefits perceived by the institutions holding seats on these councils, preliminary results from on-site interviews with educational institutions showed that this type of linkage has been perceived as one of the most critical and beneficial links between CETA prime sponsors and educational institutions.

The following Table (5) shows the response rate of the "Nomination Survey."

TABLE 5

RESPONSE RATE FOR THE NOMINATION SURVEY*

Organization	No. Sent	No. Received	Percent Received
Educational Agencies			
County	95	67	71
City	40	26	65
Town	5	2	40
Community Colleges	23	11	48
Prime Sponsors			
Main	10	4	40
ROC	5	3	60

Response Rate by the end of 4 weeks = 49.3%
Total Response Rate = 67.9%

* Documents Received for Nomination Survey included

- Project Reports
- Project Narratives
- Project Proposals
- Contracts

III. State Level Assessment Data

To obtain an overview of statewide coordination and state level opinion on the problems which limit or prohibit effective coordination and implementation of CETA and Education programs, a sample of state level administrators, planners, and state advisory council members was interviewed by the research staff.

Before the data received from the respondents were assessed, the various types of linkages were defined. Originally there were five types of linkage, i.e., structural, financial, policy, planning, and programmatic/operational. As the study progressed, the five original categories were insufficient to deal with all of the data. Therefore, after carefully studying the input from these groups of people, two more categories were added. Table 2 refers to these seven categories, as well as their definitions. Furthermore, "successful link" was defined as a prime sponsor and its counterpart utilizing more than one type of linkage activity successfully - and "successful linkage" - was defined as a prime sponsor and its counterpart utilizing only one type of linkage, e.g., behavioral, communication, financial, planning, programmatic/operational, policy or structural.

The following data addresses several of the linkage categories. These data were received through the input of the sample of state level administrators, planners, and state advisory council members.

A. Planning and/or Communication Linkage

Since the preliminary results of the study indicated that local and state advisory councils play a crucial role in creating successful linkages between education and employment and training agencies, these individuals were asked for their perceptions of the effectiveness of these councils as well as for their perceptions of future needs in the area of CETA/Education coordination.

In general, these councils were viewed as necessary for the maintenance of coordination between education and CETA. When used to their full advantage, they can provide a vehicle for pooling knowledge from vital community interest groups, i.e., education, private business, participant groups, etc. Effective advisory councils provide local support for established CETA programs, provide visibility for these programs, and help to keep these programs up-to-date. Cross representation is viewed as effective only if the individuals within the role are truly dedicated and have taken the time and effort to learn about the interrelationships possible between CETA and education. An effective advisory council is seen as increasing awareness and dialogue between the two and can facilitate long run cost savings by avoiding duplication and service overlap.

B. Structural, Communication, and Behavioral Linkages

Structural linkages are basically thought of as linkages by which local agencies and institutions coordinate formal hierarchical frameworks of roles and duties among the participating parties. As such, the most effective structural linkages perceived were the local advisory councils (communication linkage). They were thought to serve as a vehicle for communication, serve as a check for ongoing programs, and hopefully, improve program productivity by providing up-to-date information about community needs and resources.

Although structure was defined as the vehicle, the personalities of the individuals (behavioral linkage) involved in running these programs and seated on the councils were viewed as the key to successful coordination.

C. Policy Linkage

It was generally agreed that policy linkages were very difficult to achieve both at state and local levels. This difficulty comes about chiefly through the perception of basic goal incongruence. Although these goal incongruencies were discussed at great length by all individuals, the problem appeared to be one of accommodation versus mutually beneficial arrangements. In order to fit into the CETA system, other systems are seen as having to accommodate a number of CETA goals set by federal policy. Individuals within these systems feel they are unable to enter into mutually beneficial arrangements because of federal policies and goals.

D. Planning Linkage

Joint planning is viewed as essential to identifying community needs and for planning future programs. However, the realities of intensive and extensive joint planning by CETA and education must be viewed in light of the inherent problems of dissimilar planning cycles and funding uncertainties, as well as basic goal incongruence. Although all individuals interviewed expressed the need for joint planning, concrete suggestions for implementing this planning effort could not be given.

Perceived needs in this linkage area included:

(1) Valid and reliable input by CETA agencies to educational institutions during their indivdual planning process, and vice versa;

(2) Increased technical assistance at the state level by agencies versed in formulating viable statewide plans such as vocational education's five-year plan;

(3) Better formulation and use of a long-range plan (e.g., five-year plan) to provide direction and guidance to employment and training programs and to eliminate some of the short-sighted planning done presently. However, this is constrained due to the funding of projects for only one year; and

(4) Better data base upon which to base short and long-term funding -- especially in the area of labor market information, evaluation criteria, and demographic information.

E. Financial Linkage

There is general consensus that basic financial linkages in terms of pooling of funds between agencies and institutions is unwise and often not appropriate, but certain "budgetary" linkages are perceived as useful to overall coordination at the local level. Since one of the chief disincentives for entering into program activities with CETA is the lack of certainty of future funding prospects, an increase in joint planning input is seen as one mechanism that may alleviate this uncertainty.

F. Programmatic/Operational Linkage

It was the general consensus that the key elements to any programmatic/operational linkage are the competent and dedicated staff working within the linkage system and not necessarily the structure in which they work.

Successful programs were generally perceived as those which seek to coordinate the employment and training agencies providing funds, the educational institutions providing both educational and training components, and private employers providing jobs. Joint planning (well-devised planning and well-executed training programs) is thought to be a key operational link in bringing employers into the process. Wherever this linkage has not occurred, policies and activities such as tax incentives for hiring program participants and functional industry councils are thought to be necessary to increase the commitment of the private sector.

G. Memoranda of Understanding

Opinions were mixed as to the validity or usability of agency memoranda of understanding. Opinions included: (1) these memorandas were not reviewed regularly enough to see whether or not they were effective; (2) they lacked any evaluation of goals that were set forth; (3) goals may not be rational and obtainable; (4) agreements do not necessarily foster increased coordination between the two parties; and (5) a lack of operational procedures for carrying out stated agreements goals.

PART FOUR

RECOMMENDATIONS

PART FOUR

RECOMMENDATIONS

I. Introduction: State Level Assessment Needs

The following recommendations are opinions expressed by the parties interviewed and this research staff. When reading these recommendations, please note that these recommendations are placed in the linkage area that has primary importance for it, but it by no means should be or could be entirely limited to that specific linkage area. In addition to the linkage areas, the memoranda of understanding area and another area termed "clearinghouse" believed to be of utmost importance are also covered.

In the original proposal statement and at a meeting of the Priorities Committee of the Governor's Employment and Training Council on September 13, 1979, it was clearly evident this project was established to provide future projects and proposals for the use of future Section 202(d) Funds. Therefore, the following section is set up in this way: (1) a specific linkage section; (2) a brief paragraph about the linkage; (3) a general recommendation; (4) a project or proposal flowing from that recommendation. Located under each linkage section there are several possible recommendations and proposed projects. Some of these projects are already being implemented and will be so noted. Others are potential projects under Section 202(d) Funds for future fiscal years.

II. Summary of Recommendations and Proposed Linkage Projects for Future Section 202(d) Funds

A. Planning and/or Communication Linkages

Since planning and communication, in particular, are such vital elements in an effective coordination exchange, the recommendations that follow are designed to enhance the probability of this occurring. The recommendations are as follows:

(1) That incentives, whether psychological, social, or financial, should be instituted to entice concerned and knowledgeable people within the community to take an active part in advisory council activities;

Proposed Project A(1): In some cases, concerned and knowledgeable people within the community have been unwilling or unable to take part in advisory council activities. This project would be an attempt to determine whether psychological incentives, social incentives, financial incentives, or combinations of these incentives would entice these persons, commonly considered to be within the power structure of the community, to take an active part in advisory council activities. Such an experimental design could utilize from one to six prime sponsors and would incorporate innovative incentives in each of these prime sponsor areas.

(2) That the advisory councils should have greater representation from the private sector;

Proposed Project A(2): Some advisory councils already have greater representation from the private sector than do other advisory councils. This study would attempt to: (a) determine why there is greater representation in some advisory councils than in others; (b) ascertain ways in which these methods of successful participation by the private sector in these advisory councils can be transferred to other advisory councils; and (c) create innovative methods of attracting private sector participation into such advisory councils.

(3) That planning cycles of CETA and educational institutions should be matched and meshed, thus allowing for better program coordination and cooperation;

Proposed Project A(3): This would be an experimental project in one prime sponsor with one or more local education agencies, with the cooperation and endorsement of appropriate federal agencies (e.g., DOL and DHEW) and appropriate state agencies (e.g., GETC and Vocational Education), which would permit the matching and meshing of planning cycles for at least one fiscal year. If this merged planning cycle were successful, it could be used as the pilot project for the remainder of the Commonwealth of Virginia and perhaps other parts of the United States.

(4) That significantly greater publicity should be given to CETA programs being conducted, thus possibly creating a more positive CETA image;

Proposed Project A(4): This project would have an experimental design attempting to use different types of media (e.g., television, radio, newspapers, minority newsletters, etc.), to determine how much and what different types of "free" advertising could be given to such efforts and to determine the effectiveness of each of these types of media. This study would encompass all prime sponsors in the Commonwealth of Virginia because of the varying types of operations run in suburban, urban, and rural areas. Based upon these findings, the GETC could establish a program of public relations for CETA programs.

(5) That rules and regulations concerning CETA should be given greater clarification, thus reducing the occurrence of conflicting and confusing information;

Proposed Project A(5): This project probably should be handled in-house by the GETC, either by a GETC staff member or by someone hired on a contractual basis by the GETC. Presently, many of the rules and regulations are not clearly understood by participants in CETA programs, either in the prime sponsor arena or in the LEA arena. If the GETC staff does not want to handle this, a project might be proposed that an external consultant would be hired on a fixed annual fee (retainer) to handle all such regulations during the year up to a fixed amount of time. Beyond that fixed amount of time, the external contractor would be paid on a per diem basis.

(6) That annual workshops on topics relating to CETA and the maintenance of CETA programs should be implemented, thus creating better informed project managers;

Proposed Project A(6): This project is already being funded by the GETC.

(7) That more time should be allocated to the current scheduling procedure in regard to future funding dates of grants, thus facilitating better planning;

Proposed Project A(7): Although this could be taken care of by administrative procedures, a small project might be instituted that would examine how much time should be allocated to current scheduling procedures. For example, some vocational educators believe that a three-month time frame is sufficient. Others think that both longer and shorter time frames would be adequate. Therefore, a study of that time frame might be useful.

(8) That CETA services within communities should not be duplicated;

Proposed Project A(8): This project would attempt to develop a system of program evaluation for a prime sponsor. Through such a system of program evaluation, programs of CETA and Vocational Education could be evaluated by joint CETA/Education agencies and duplicate programs eliminated and innovative programs instituted. Presently, there appears to be no simple system of program evaluation in the Commonwealth of Virginia.

(9) That CETA projects should be funded longer than one year, thus creating more effective planning;

Proposed Project A(9): This project should be an experimental one in which one or more prime sponsors are encouraged to plan for a three to five year period. The project would involve technical assistance from a contractor to create such long-range plans. At the same time, a system of contingency planning (proposed plans for short-term projects) should be considered and instituted. In other words, both long and shorter range planning would be instituted in this project in one or more prime sponsors.

(10) That more public relations work should be done with LEA's, thus a real lack of information on their part would be removed;

Proposed Project A(10): This project would be oriented toward the different types of public relations work that could be done with LEA's in an attempt to improve coordination with CETA programs. Not only would this be a project attempting to communicate the opportunities of CETA with LEA's but it would be an attempt to provide them with more real information on how they can be involved and how this would benefit their communities. Part of this work may be already covered under the CETA/Education Newsletter which has been funded for FY 1980.

(11) That a technical manual should be produced, which provides basic information on the CETA structure including basic title descriptions, acronym definitions, and day-to-day "jargon" used by prime sponsors and program contractors and this manual should be provided for all council members so that they are more acutely aware of what CETA is all about. These council members are at both the state and prime sponsor levels;

Proposed Project A(11): This project is already funded by the GETC, including an update of the technical manual.

B. Structural, Communication, and Behavioral Linkages

The perceived needs within these areas are few, but are important. The opinions and recommendations are as follows:

(1) That the GETC should develop a sophisticated information system which would include: (a) basic information about CETA, how it operates, and how to function as a contractor within it; (b) information on CETA eligible populations; and (c) usable labor market information;

Proposed Project B(1): Currently, the GETC already operates an elementary information system. Furthermore, two or more projects have been funded for FY 1980 on usable labor market information. However, a sophisticated information system which provides information on CETA eligible populations and usable labor market information could be developed through the cooperation of the GETC, the VEC, and the VOICC. This project probably should be coordinated through the VOICC. There apparently is some money available from the NIOCC for such projects. In other words, this project would be jointly funded by the GETC, the VEC, and the NIOCC, and coordinated by the VOICC.

(2) That the GETC should provide more information exchange workshops and training conferences for staff interested in applying for and working with CETA proposals and programs;

Proposed Project B(2): This project would provide for a continuing series of workshops in all prime sponsor areas in Virginia. This could be handled in one of two ways: (a) by hiring additional GETC staff from linkage funds; and/or (b) by hiring an external contractor to establish these information exchange workshops and training conferences for each of the ten prime sponsors and potential contractors within these prime sponsor areas. These workshops and training conferences would occur probably twice a year in each of the prime sponsor areas.

C. Policy Linkage

A number of recommendations were given for policy changes at the federal and state levels. These would include pressures to change these policies by the Governor, U. S. Conference of Mayors and the National Governor's Conference. They are as follows:

(1) That a clarification and consolidation of youth programs should be formulated and implemented; this may eliminate "youth hunting" for programs;

Proposed Project C(1): This project would be an experimental client project in one prime sponsor area in

Virginia which attempts to clarify and consolidate youth programs. Clearly, the prime sponsor so selected has to have two or more youth programs that should be clarified and consolidated. The contractor would be a prime sponsor, although this would not negate technical assistance from the GETC staff or from an outside contractor.

(2) That a policy change at the federal level concerning the length of training programs should be made, thus accommodating educational institutions (e.g., community colleges) providing (as one of their goals and objectives) associate degrees in vocational areas;

Proposed Project C(2): This would be an experimental project between DOL, DHEW, GETC, and Vocational Education. It would attempt to match and mesh not only planning cycles, but programming cycles as well in community colleges. Three or more community colleges in Virginia could be chosen as such pilot projects, including one in an urban area, one in a suburban area, and one in a rural area.

(3) That a modification of CETA policy and regulations to allow more negotiation and accommodation by both the State and CETA should be attempted, so that mutually beneficial relationships can be established;

Proposed Project C(3): This project would be supervised by the GETC staff or by a contractor who worked for the GETC staff to negotiate looser guidelines (not rules) with DOL and DHEW. These negotiation guidelines would be imaginative instead of restrictive. These negotiation guidelines would cover not only prime sponsors, but LEA's and other program agents. Almost all agencies operating under CETA at the present time are complaining about their inability to negotiate reasonable procedures and programs under the present set of CETA regulations.

(4) That there should be some recognition that each agency has its own clientele and are, therefore, incapable of serving all CETA eligible personnel. Rather, they are willing and able to serve some segment of the population that meshes with their present clientele;

Proposed Project C(4): This project would be a joint CETA-Educational sub-council, consisting of persons from the CETA advisory council and Vocational Education advisory council to examine the interface between their programs. By examining this interface, two groups would be able to determine what CETA eligible personnel are being served, and what CETA eligible personnel are not being served. By doing this in one experimental prime sponsor-LEA area in Virginia, the experience could be used as a pilot project for other prime sponsors.

(5) That a federal policy change that would permit application of block grants to administer CETA programs to inmate populations should be instituted. At the present time, the jurisdictions where the corrective units are located are the only ones requesting funds;

Proposed Project C(5): There could be two experimental projects under this item. First, an experimental project could be instituted which deals with inmate populations, a prime sponsor, and an educational institution. Linkage funds would be used for a collaborative effort between the prison administration, the prime sponsor, and vocational education in the area. Second, an experimental program dealing with ex-offenders should be instituted on a prime sponsor-educational institution collaborative effort. This effort could be used as a pilot project for other prime sponsors and program agents around Virginia.

D. Planning Linkage

Perceived needs in this area included:

(1) That valid and reliable inputs by CETA agencies should be made to educational institutions during their individual planning processes, and vice versa;

Proposed Project D(1): This pilot project would involve one prime sponsor and one educational institution during their planning processes. At the time of planning, there would be a collaborative joint committee consisting of three or more persons from each organization to share their inputs. In this way, CETA eligible populations and vocational education populations would serve a broader spectrum of the population in the community and eliminate duplication. A contractor in this case would provide technical assistance and evaluation of such joint efforts.

(2) That increased technical assistance at the state level should be established by agencies versed in formulating viable statewide plans such as vocational education's five-year plan;

Proposed Project D(2): This project would be an attempt to determine a five-year plan for CETA operations in Virginia. This contract probably would be let with an agency such as State Advisory Council on Vocational Education. SACVE and the Department of Vocational Education have had long experience with establishing five-year plans. Certainly, this would give the GETC a much more extensive look at the progress of training and employment programs in Virginia.

(3) That better formulation and use of a long-range plan (e.g., five-year plan) should be established to provide direction and guidance to employment and training programs and to eliminate some of the present short-sighted planning. However, this may be constrained due to the annual funding of projects;

Proposed Project D(3): There are two possible projects under this item. First, a project could be initiated which called for a contractor to work with the GETC in the analysis, formulation, and implementation of a long-range plan for employment and training in Virginia. Clearly, this plan would have to be evaluated and revised each year. However, it would give a long-range view of where employment and training programs are going in Virginia. In this project, a workshop and/or conferences on strategic management of governmental agencies would be included. Second, one or more prime sponsors could be chosen as appropriate organizations for the establishment of five-year plans. The contractor would provide technical assistance and training in the establishment of such long-range plans, including their analysis, formulation, implementation, interpretation, and evaluation.

(4) That a better data base on which to base short and long-term funding should be set up, especially in the area of

labor market information, evaluation criteria, and demographic information;

Proposed Project D(4): This project could be tied in to Proposed Project B(1). This project would be a collaborative project between the GETC, the VEC, and the VIOCC. A contractor would provide coordinative assistance and technical assistance in the areas of information systems. An initial estimate of a first-year effort would be approximately $500,000 (jointly funded), and the cost could be as high as $2.5 million by the fifth year.

E. Financial Linkage

This particular linkage directly affects the other types of linkages; therefore, the State needs to be totally aware of the ramifications of their actions or inactions concerning funding. The recommendations are as follows:

(1) That there should be allowances for allocation of CETA planning grants to be used by state and local level agencies and educational institutions for investigating potential CETA contacts and formulating reasonable proposals for CETA programs;

Proposed Project E(1): One or more small contracts should be provided for CETA/Education planning grants to investigate potential CETA contacts and formulating reasonable proposals for CETA programs. One or more prime sponsors could be used as the pilot project for this effort. In these efforts, a staff person could be hired to investigate these collaborative efforts.

(2) That there should be tax incentives for employers who hire program participants;

Proposed Project E(2): This project would attempt to determine what other states have done in providing tax incentives for employers who hire program participants (e.g., Massachusetts has such a program which provides state tax rebates for hiring program participants). After these state programs and state legislation have been investigated, the contractor would provide recommendations and specific language for such state tax incentives in Virginia.

(3) That there should be greater amounts of funds allocated to community colleges so that they may conduct support services for their CETA students. Presently, there is no allowance for support services;

Proposed Project E(3): An experimental pilot project should be instituted in one or two community colleges in Virginia for the provision of support services for vocational education programs. Specifically, these support services would include counseling and placement services. Of course, in response to a request for proposal, community colleges may indeed have other support services which they feel are needed by CETA recipients. By instituting such a pilot project, the GETC could evaluate such support services and determine their ultimate cost on a statewide basis.

F. Programmatic/Operational Linkage

This area allows the total CETA program to coordinate effectively all programmatic decisions. The recommendations are as follows:

(1) That technical assistance, provided by the State, should be to facilitate the operationalization of plans to coordinate ongoing activities;

Proposed Project F(1): This project should provide technical assistance by a private or public contractor to the GETC in many different employment and training areas (e.g., assessment of training programs, evaluation of the total operations of prime sponsors, vocational training assistance, long-range planning assistance, short-range planning assistance, appropriate handling of data and statistics, etc.). Throughout the State, prime sponsors, program agents, and educational institutions all indicated the need for technical assistance from the GETC. Indeed, the first project might be to determine the total need for technical assistance throughout the State at state and local levels. This study would attempt to determine the total need as well as the specific types of technical assistance needed.

(2) That a substantial reduction, via consolidation of required forms in the plethora of paperwork should

be initiated;

Proposed Project F(2): This would be an experimental project in conjunction with the DOL and DHEW to determine how much paper could be eliminated. President Carter has had such a task force at the national level for some time. Perhaps the work in the State could be coordinated with that task force. Presently, there are estimates of this paperwork time consumption from 4 percent to 20 percent. Therefore, a contract could be let to see how much of this paper is actually necessary. Hopefully, the DOL and DHEW would jointly fund such a project.

G. Memoranda of Understanding

Various interviewees responded to this area. They offered suggestions that appear to be valid. Their recommendations follow:

(1) That a review of each agreement should occur on a regular basis (a maximum of every two years) which should include an evaluation of goals set forth in the agreement, e.g., information exchange. Such an evaluation would include goal achievement, if the goal(s) were rational and attainable and if the total agreement did indeed foster increased coordination between the two parties;

Proposed Project G(1): The GETC should establish an internal project to establish guidelines for the evaluation of memoranda of understanding on a regular basis. Perhaps a committee or task force could resolve this in one or two meetings.

A research project under this item would provide technical assistance in the determination and clarification of goals of one or more agencies involved in the memoranda of understanding. Such technical assistance would come in the form of leadership facilitation of any group discussing these issues. Such facilitators are considered to be quite neutral. This contract would be quite small in total dollars.

(2) That operational procedures should be developed for carrying out stated agreement goals. These operational procedures should be mutually agreed to and specified in detail;

Proposed Project G(2): This project would provide technical assistance determining operational procedures. Such technical assistance would provide external innovative ideas and concepts, which are not available in the group or groups meeting to discuss operational procedures and goals.

H. Clearinghouse

A final recommendation which was of secondary importance to the above areas was the development of a "clearinghouse" type of organization. The recommendation is as follows:

(1) That a state level task force should be established whose responsibility would be the identification of all state and local services that CETA participants could find helpful. It would have state-wide information so that contacts could be established when: (a) an inmate is released to a new area of the State; (b) a CETA graduate from a rural area seeks work in an urban area; and (c) other types of CETA services and programs. Services provided by various state agencies could be coordinated to eliminate duplication and better serve those CETA eligible people who, for lack of information by planners as to available resources, are not now being served. Although it would not force the coordination of such agencies, such a system could be used as an information source by state and local level agencies who are not now aware of ongoing activities in their locale;

Proposed Project H(1): After the state level task force is established, a contractor or contractors could be utilized to provide the technical assistance necessary in gathering the information noted. Frequently, such task forces do not have sufficient time to gather all of the information needed to make appropriate decisions. The contractor would provide information on other agencies and organizations (such as employers' associations and trade unions). The contractor would also provide technical assistance in discussions that the task force would have. The contractor would also provide information on the different types of clearinghouses that have been established and how much they would cost.

III. Further Assistance by the Contractor

After the GETC has had an opportunity to evaluate these recommendations, the contractor would be glad to assist in elaborating recommendations which have been chosen as future priorities for Section 202(d) Funds. Clearly, with this many recommendations, the Priorities Committee of the GETC will have to select those projects which are the most useful to the GETC and to the prime sponsors for the future. Additional information backing these recommendations is found in our report on Priority 3.

APPENDIXES

APPENDIX A

MANAGEMENT PLAN AND SCHEDULE

Person Weeks Required and Date of Completion (Assuming an April 1, 1979 Starting Date)		Task
April 1 (Three [3] person weeks prior to April 1)	1.1	Staffing and Organization. This task will involve final hiring of staff members, establishment of specific job descriptions, location of the project office, and other such details. (Can be accomplished simultaneously with Priority 3, Task 1).
May 1 Six [6] person weeks (Four [4] weeks project time)	2.1	Compilation of Documents. Telephone contact will be made to all parties at the local, state, and federal level dealing with CETA/Education linkage activities. This contact will be followed up by mail contact to ensure a high response rate. All documents, reports and other pertinent information will be requested.
May 1 Four [4] person weeks (Four [4] weeks project time)	2.2	Literature Review. A literature review will be conducted at this time that will focus on obtaining the most current publications in the area of CETA/Education coordination. Governmental and university research will form the substantial portion of the documents obtained in this review. This will assist in the development of standards for assessing effective linkages and their priority status. This task will primarily involve the research team in conjunction

		with outside groups who have prepared information in this area, U.S. Office of Education, CETA coordination unit, and a variety of state and local government units and advisory committees.
June 1 Eight [8] weeks person time (Four [4] weeks project time)	3.1	Analysis of Documentation. All documents, reports, and pertinent information collected by the staff will be analyzed to establish linkage patterns, successful coordination programs and linkage needs. A preliminary report will be made at this time as to further information required from each source as well as notes on successful linkage efforts.
June 1	3.2	Bi-Monthly Report to GETC Staff. A regular bi-monthly report will be made to the GETC staff at this point on the progress of the project.
June 15 Four [4] weeks person time (Two [2] weeks project time)	4.1	Interview Development. Based on the principles established in the literature review, special expertise of the project staff and consultation with experts in the field, an interview format will be developed to determine effective linkages for CETA/Education coordination. The instrument will be reviewed and refined by outside consultants. The interview format will be presented to the GETC staff for final approval.
August 1 Twelve [12] weeks person time (Six [6] weeks project time)	4.2	On-Site Interviews. Although it may be possible to collect follow-up information through telephone and mail contact, the majority of interviews will be conducted on an on-site basis. These personal inter-

		views will serve to broaden or clarify the initial documentation and provide relevant programmatic, organizational and human interaction data for complete project analysis. Should the project also encompass Priority 3, further in-depth analysis into those programs demonstrating highly successful linkage efforts and activities will be done at this time.
August 1	4.3	Bi-Monthly Report to GETC Staff. A regular bi-monthly report will be made to the GETC staff at this point on the progress of the project.
September 1 Twelve [12] weeks person time (Four [4] weeks project time)	5.1	Final Analysis of Present Linkage Needs. The task will formalize the state-of-the-art reports in Virginia. This will include a review of present forms of linkages in the State as well as areas of need as expressed by practitioners in the field, state and regional officials and staff and consulting experts. Emphasis will be placed on making information understandable to CETA and education practitioners in the field as well as state level officials.
September 30 Eight [8] weeks person time (Four [4] weeks project time)	5.2	Development of Future Linkage Structure. Through the use of linkage priorities, determine through the state-of-the-art literature previously collected and the project current and future needs analysis, the staff in conjunction with consulting sources will develop and distribute a questionnaire to experts and practitioners in the area of CETA/Education to solicit their perceptions

		of specific linkage needs for future planning.
September 30 Eight [8] weeks person time (Four [4] weeks project time)	5.3	Write Up and Print Final Report. Upon receipt of these instruments, a document will be compiled that will include recommendations for specific long- and short-range linkage needs for use in future planning, a linkage structure of systems design to be of use in successful planning and a priority statement for establishing linkages (i.e., planning, programmatic, operational, structural, policy and financial) useful to employment and training and educational agencies and institutions.

APPENDIX B

AGENCIES SENT NOMINATION SURVEY
(Public Educational Systems)

*COUNTIES:

Accomack County
Accomack, VA 23301

Albemarle County
County Office Building
Charlottesville, VA 22901

Alleghany County
330 N. Court Ave.
Covington, VA 24426

Amelia County
Amelia, VA 23002

Amherst County
P.O. Box 469
Amherst, VA 24521

Appomattox County
Appomattox, VA 24522

Arlington County
1426 N. Quincy St.
Arlington, VA 22207

Augusta County
Box 1268
Staunton, VA 24401

Bath County
P.O. Box 67
Warm Springs, VA 24484

Bedford County
310 S. Bridge St.
Bedford, VA 24523

Bland County
Box 128
Bland, VA 24315

Botetourt County
Fincastle, VA 24090

Brunswick County
P.O. Box 309
Lawrenceville, VA 23868

Buchanan County
Box 833
Grundy, VA 24614

Buckingham County
Buckingham, VA 23921

Campbell County
P.O. Box 99
Rustburg, VA 24588

Caroline County
P.O. Box 529
Bowling Green, VA 22427

Carroll County
Box 456
Hillsville, VA 24343

Charles City County
Rt. 2, Box 4-A
Charles City, VA 23030

Charlotte County
P.O. Box 387
Charlotte Courthouse, VA 23923

Chesterfield County
Chesterfield, VA 23832

Clarke County
P.O. Box 351
Berryville, VA 22611

Craig County
P.O. Box 245
New Castle, VA 24127

Culpeper County
Box 631
Culpeper, VA 22701

Cumberland County
Cumberland, VA 23040

Dickenson County
Clintwood, VA 24228

APPENDIX B (continued)

Dinwiddie County
Box 7
Dinwiddie, VA 23841

Essex County
Tappahannock, VA 22560

Fairfax County
10700 Page Ave.
Fairfax, VA 22030

Fauquier County
10 Hotel St.
Warrenton, VA 22186

Floyd County
Rt. 1, Box 4-A
Floyd, VA 24091

Fluvanna County
P.O. Box 94
Palmyra, VA 22963

Franklin County
146 Main St.
Rocky Mount, VA 24151

Frederick County
36 Whitlock Ave.
Winchester, VA 22601

Giles County
Rt. 1, Box 86
Pearisburg, VA 24134

Gloucester County
P.O. Box 770
Gloucester, VA 23061

Goochland County
P.O. Box 39
Goochland, VA 23063

Grayson (Fries) County
P.O. Box 219
Independence, VA 24348

Greene County
P.O. Box 127
Stanardsville, VA 22973

Greensville-Emporia City
P.O. Box 1156
Emporia, VA 23847

Halifax-South Boston
P.O. Box 805
Halifax, VA 24558

Hanover County
200 Berkley St.
Ashland, VA 23005

Henrico County
P.O. Box 40
Highland Springs, VA 23075

Henry County
P.O. Box 958
Collinsville, VA 24078

Highland County
P.O. Box 247
Monterey, VA 24465

Isle of Wight County
Isle of Wight, VA 23397

James City-Williamsburg
Box 179
Williamsburg, VA 23185

King George County
King George, VA 22485

King and Queen County
P.O. Box 97
King and Queen Courthouse, VA 23085

King William-West Point
King William, VA 23086

Lancaster County
Irvington, VA 22480

Lee County
Box 98
Jonesville, VA 24263

Loudoun County
20 Union St.
Leesburg, VA 22075

APPENDIX B (continued)

Louisa County
Box 7
Mineral, VA 23117

Lunenburg County
Drawer X
Victoria, VA 23974

Madison County
Box 344
Madison, VA 22727

Mathews County
Box 368
Mathews, VA 23109

Mecklenburg County
P.O. Box 190
Boydton, VA 23917

Middlesex County
Saluda, VA 23149

Montgomery County
P.O. Box 29
Christinasburg, VA 24073

Nelson County
Lovingston, VA 22949

New Kent County
Box 110
New Kent, VA 23124

Northampton County
Eastville, VA 23347

Northumberland County
P.O. Box 258
Heathsville, VA 22473

Nottoway County
Nottoway, VA 23955

Orange County
Box 349
Orange, VA 22960

Page County
735 W. Main St.
Luray, VA 22835

Patrick County
Box 346
Stuart, VA 24171

Pittsylvania County
Box 232
Chatham, VA 24531

Powhatan County
Box 39
Powhatan, VA 23139

Prince Edward County
Box 427
Farmville, VA 23901

Prince George County
Box 8
Prince George, VA 23875

Prince William County
Box 389
Manassas, VA 22110

Pulaski County
Box 231
Pulaski, VA 24301

Rappahannock County
Box 3232
Sperryville, VA 22740

Richmond County
Box 735
Warsaw, VA 22572

Roanoke-Salem City
526 College Ave.
Salem, VA 24153

Rockbridge County
417 Morningside Dr.
Lexington, VA 24450

Rockingham County
304 County Office Bldg.
Harrisonburg, VA 22801

Russell County
Lebanon, VA 24266

APPENDIX B (continued)

Scott County
Box 307
Gate City, VA 24251

Shenandoah County
Woodstock, VA 22664

Smyth County
Drawer 987
Marion, VA 24354

Southampton County
Courtland, VA 23837

Spotsylvania County
Box 338
Spotyslvania, VA 22533

Stafford County
Rt. 4, Box 20-A
Stafford, VA 22554

Surry County
Box 317
Surry, VA 23883

Sussex County
Sussex, VA 23884

Tazewell County
Box 469
Tazewell, VA 24651

Warren County
Box 1089
Front Royal, VA 22630

Washington County
Drawer G
Abingdon, VA 24210

Westmoreland County
Montross, VA 22520

Wise County
Box 1217
Wise, VA 24293

Wythe County
Wytheville, VA 24382

York County
302 Dare Rd.
Grafton, VA 23692

*CITIES:

Alexandria
418 S. Washington St.
Alexandria, VA 22313

Bedford
310 S. Bridge St.
Bedford, VA 24523

Bristol
222 Oak St.
Bristol, VA 24201

Buena Vista
Box 1050
Buena Vista, VA 24416

Charlottesville
1562 Dairy Rd.
Charlottesville, VA 22903

Chesapeake
Box 15204, 300 Cedar Rd.
Chesapeake, VA 23320

Clifton Forge
P.O. Box 612
Clifton Forge, VA 24422

Colonial Heights
512 Boulevard
Colonial Heights, VA 23834

Covington
340 E. Walnut St.
Covington, VA 24426

Danville
313 Municipal Bldg.
Danville, VA 24541

Emporia
P.O. Box 1156
Emporia, VA 23847

APPENDIX B (continued)

Fairfax
City Hall
Fairfax, VA 22030

Falls Church
419 W. Broad St.
Falls Church, VA 22046

Franklin
800 W. 2nd Ave.
Franklin, VA 23851

Fredericksburg
817 Princess Anne St.
Fredericksburg, VA 22401

Galax
P.O. Box 855
Galax, VA 24333

Hampton
P.O. Box 370
Hampton, VA 23669

Harrisonburg
Box 551
Harrisonburg, VA 22801

Hopewell
Box 270
Hopewell, VA 23860

Lexington
300 E. Washington St.
Lexington, VA 24450

Lynchburg
Box 1599
Lynchburg, VA 24505

Manassas
9108 Church St.
Manassas, VA 22110

Manassas Park
8462 Sandstone Way
Manassas Park, VA 22110

Martinsville
Box 5548
Martinsville, VA 24112

Newport News
Box 6130
Newport News, VA 23606

Norfolk
Box 1357
800 E. City Hall Ave.
Norfolk, VA 23510

Norton
Box 498
Norton, VA 24273

Petersburg
141 E. Wythe St.
Petersburg, VA 23803

Poquoson
Drawer 2068
Poquoson, VA 23662

Portsmouth
Box 998
Portsmouth, VA 23705

Radford
1612 Wadsworth St.
Radford, VA 24141

Richmond
301 N. 9th St.
Richmond, VA 23219

Roanoke
Box 13145
Roanoke, VA 24031

Salem City-Roanoke County
526 S. College Ave.
Salem, VA 24153

South Boston-Halifax County
P.O. Box 805
Halifax, VA 24558

Staunton
Box 2626
Staunton, VA 24401

Suffolk
Box 1549
Suffolk, VA 23434

APPENDIX B (continued)

Virginia Beach
P.O. Box 6038
Virginia Beach, VA 23456

Waynesboro
301 Pine Ave.
Waynesboro, VA 22980

Williamsburg-James City County
Box 179
Williamsburg, VA 23185

Winchester
Box 551
Winchester, VA 22601

*TOWNS

Cape Charles
23 N. Park Row
Cape Charles, VA 23310

Colonial Beach
300 Garfield Ave.
Colonial Beach, VA 22443

Fries (Grayson)
P.O. Box 219
Independence, VA 24348

Saltville (Smyth)
Drawer 987
Marion, VA 24354

West Point-King William
King William, VA 23086

**COMMUNITY COLLEGES:

Blue Ridge Community College
P.O. Box 80
Weyers Cave, VA 24486

Central Virginia Community College
P.O. Box 4098
Fort Hill Station
Lynchburg, VA 24502

Dabney S. Lancaster Community College
P.O. Box 610
Clifton Forge, VA 24422

Danville Community College
1009 Bonner Ave.
Danville, VA 24541

Eastern Shore Community College
P.O. Box C
Melfa, VA 23410

Germanna Community College
P.O. Box 339
Locust Grove, VA 22508

J. Sargeant Reynolds Community College
P.O. Box 12084
Richmond, VA 23241

John Tyler Community College
U.S. I-301
Chester, VA 23831

Lord Fairfax Community College
P.O. Box 47
Middletown, VA 22645

Mountain Empire Community College
P.O. Box 700
Big Stone Gap, VA 24219

New River Community College
P.O. Box 1127
Dublin, VA 24084

Northern Virginia Community College
8333 Little River Tpk.
Annandale, VA 22003

Patrick Henry Community College
P.O. Box 5311
Martinsville, VA 24112

Paul D. Camp Community College
P.O. Box 737
Franklin, VA 23851

APPENDIX B (continued)

Piedmont Virginia Community College
P.O. Box 1A
Charlottesville, VA 22901

Rappahannock Community College
P.O. Box 287
Glenns, VA 23149

Southside Virginia Community College
State Rt. 46
Alberta, VA 23821

Southwest Virginia Community College
P.O. Box SVCC
Richlands, VA 24641

Thomas Nelson Community College
P.O. Box 9407
Hampton, VA 23670

Tidewater Community College
State Rt. 135
Portsmouth, VA 23703

Virginia Highlands Community College
P.O. Box 828
Abingdon, VA 24210

Virginia Western Community College
P.O. Box 4195
Roanoke, VA 24015

Wytheville Community College
1000 E. Main St.
Wytheville, VA 24382

* Surveys sent to Superintendent and/or Director of Vocational Education.

**Surveys sent to all presidents of these institutions.

APPENDIX C

PRIME SPONSORS

Arlington County
Manpower Services
2100 - 14th Street, N.W.
Arlington, VA 22201
(703/558-2688)

Alexandria City
Economic Opportunities Commission
815 King Street, 2nd Floor
Alexandria, VA 22314
(703/750-5731)

Fairfax County/Department of Manpower Services
Suite 301, Law Building
4057 Chain Bridge Road
Fairfax, VA 22030
(703/691-3221)

Prince William County
Manpower Programs
9300 Lee Avenue
Old Bennett School, Room 16
Manassas, VA 22110
(703/368-9171)

Richmond Area Manpower Planning System (RAMPS)
823 East Main Street
Richmond, VA 23211
(804/780-6202)

Henrico-Chesterfield-Hanover CETA Consortium
(Manpower Administration, County of Henrico)
5651 South Laburnum Avenue
P.O. Box #27032
Richmond, VA 23273
(804/226-1941)

Southeastern Tidewater Area Manpower Authority (STAMA)
Janaf Executive Building
Suite 300, Janaf Shopping Center
P.O. Box 12072
Norfolk, VA 23502
(804/461-3945)

Peninsula Office of Manpower Programs (POMP)
P.O. Box 7489
2017 Cunningham Drive - Suite 300
Hampton, VA 23666
(804/838-5206)

Roanoke Consortium for Manpower Services
145 West Campbell Avenue, 3rd Floor
Roanoke, VA
(703/982-2791)

APPENDIX D

CETA BALANCE OF STATE REGIONAL OFFICES

(BOS) VEC/CETA Divisions
P.O. Box #1300
Richmond, VA 23211
(804/786-1540)

CETA - BALANCE OF STATE REGIONAL OFFICES

Director, CETA Regional Office
P.O. Box 267
Abingdon, VA 24210
(628-8192)

Director, CETA Regional Office
403 West Campbell Avenue, S.W.
Roanoke, VA 24016
(982-8803)

Director, CETA Regional Office
Drawer R
Farmville, VA 23901
(392-8196)

Director, CETA Regional Office
P.O. Box 869
Harrisonburg, VA 22801
(433-1495)

Director, CETA Regional Office
Rappahannock Community College
North Campus, Box 896
Warsaw, VA 22572
(333-4048)

APPENDIX E

NOMINATION SURVEY

EDUCATION AND CETA LINKAGE SURVEY

We are studying agencies involved in the linkage between education and CETA. The purpose of this survey is the identification of CETA prime sponsors and educational institutions involved in cooperative programs and activities. In order to consider the diversity of agencies and programs involved, our instrument is necessarily general. Therefore, some questions may not be answerable by you. If this is the case please leave that question blank. Please answer the following questions as completely as possible. Thank you for your cooperation.

1. Please indicate the educational institutions (private, public, secondary and post secondary) with whom you have entered into financial or non-financial agreements, contracts, or program activities. Please include if possible:

   (a) Name of the educational institution
   (b) Contact person most often dealt with by your agency
   (c) Types of programs funded by your agency (i.e. welding, basic education, nursing)
   (d) Funding sources used for each program (i.e. YEDPA, 5 percent Special Governor's Grant for Vocational Education, CETA-Title II)
   (e) Any other type of contract made if no contract has been awarded (i.e. cross-representation on local advisory council)

   Please use the enclosed form to complete this question.

2. Please indicate the educational institution(s) with whom you feel you have had your most successful program efforts. Success should be considered in terms of both programmatic success (participant completion or placement out of the program) and administrative success (planning, programming) between you and the educational institution.

   Please include the name of the educational institution as well as a brief description of the program and any coordination activities your agency has had with the institution.

3. Are you aware of any other successful linkage programs or activities between other prime sponsors and educational agencies? Please indicate agencies and educational institutions and programs.

4. Have you attended any workshops, forums or similar activities focusing on coordination between prime sponsors and educational institutions? Please indicate programs, dates held, and sponsoring agencies.

5. When returning this survey please include copies of any documents relating to coordination between your agency and other organizations.

The following information is requested for completion of our files:

Name and Address of Agency or Institution:

Name of Individual Completing This Survey:

Phone Number:
(Please Include Area Code)

Thank You for Your Cooperation in This Research.

Educational Institution [Name and Phone Number]

Contact Person [Name and Phone Number]

Programs [Name and Funding Source]

Other Types of Activities

* * *

Educational Institution [Name and Address]

Contact Person [Name and Phone Number]

Programs [Name and Funding Source]

Other Types of Activities

* * *

Educational Institution [Name and Phone Number]

Contact Person [Name and Phone Number]

Programs [Name and Funding Source]

Other Types of Activities

* * *

Educational Institution [Name and Address]

Contact Person [Name and Phone Number]

Programs [Name and Funding Source]

Other Types of Activities

* * *

APPENDIX F

FUTURE NEEDS INTERVIEW

Preliminary results of our studies have indicated that local and state advisory councils play a crucial role in creating successful linkages between education and employment and training agencies.

We are, therefore, asking for your perceptions of the role of these councils in regard to CETA-Education linkage and what you perceive to be future needs in the area of CETA-Education coordination.

a. Name ______________________________

b. Address ______________________________

____

____

____

c. What is your position at (Name Organization)?

____

d. How long have you been in this position?

__________ years or ______________ months

e. Would you give me a brief description of your work?

____

____

____

____

____

____

____

APPENDIX F (continued)

f. Have you or do you directly work with an employment and training program?

____

____

____

____

____

g. How many years have you worked with these programs?

________ years

h. What percentage of your work time is (was) devoted to the employment and training area?

__________ %

APPENDIX F (continued)

Advisory Councils

1. What do you feel are the greatest contributions Advisory Councils make toward the promotion of CETA-Education coordination?

2. What are the disadvantages associated with having Advisory Councils?

3. Federal legislation currently requires that a member of the State Manpower Services Council sit on the State Advisory Council for Vocational Education and vice versa. Do you feel this cross-representation has adequately addressed the issue of coordination between CETA and Vocational Education?

4. Federal legislation mandates that a representation of education be seated on local manpower advisory councils. Do you feel this has increased coordination between CETA and Education?

5. Do you think a reciprocal seat for the prime sponsor on local vocational education advisory boards would have the same effect?

6. Is there a need for greater input and involvement for these cross-representatives?

APPENDIX F (continued)

Linkages

We are interested in what makes some CETA programs quite successful while other programs are not as successful.

Structural

7. Coordination between organizations can sometimes be improved by creating structural linkages. In the case of prime sponsors and educational institutions, these structural links may include advisory councils and aging "contact" persons or boundary spanners.

   Do you perceive this type of linkage as necessary for successful program implementation?

   Are there other types of structural linkages that could benefit future CETA-Education relationships?

APPENDIX F (continued)

Programmatic

8. Often programs are designed so that the programs offered by CETA and those offered by Education are complementary in terms of the material taught and the services provided.

   Do you see differences in the programmatic linkages between successful CETA-Education programs and those that are less successful?

   In your opinion are programmatic linkages necessary for successful (or more successful) CETA-Education activities/programs?

APPENDIX F (continued)

Policy

9. It is sometimes possible to simultaneously consider the goals and objectives of both CETA and Education when considering policy changes. In general, do you think these are differences in terms of the extent to which the goals and objectives have been considered jointly?

   Do you think there have been any detrimental consequences of not considering the two sets of goals and objectives jointly?

APPENDIX F (continued)

Planning

10. It is sometimes valuable to combine the expertise available in two or more organizations in order to identify community needs and plan future programs. How is this kind of planning done for CETA programs?

    Do you think this joint planning is necessary for successful CETA-Education programs or should it be done separately by the prime sponsor, state officials or other combinations of agencies?

APPENDIX F (continued)

Financial

11. Sometimes funds from more than one source may be pooled to run a program. Are you aware of instances where CETA and Vocational Education funds have been used to support the source problem?

    What are the advantages and disadvantages of this arrangement?

    Do you think this kind of cost sharing offsets the overall success of a program?

    Examples.

APPENDIX F (continued)

Operational

12. One issue raised many times over the lifetime of manpower programs is that of duplication of services.

    How do you think employment and training agencies, educational institutions and other services agencies can be linked operationally to eliminate duplication in the area of referral, training, education, and placement?

    Is it feasible to do such?

APPENDIX F (continued)

Summary

13. Is it necessary to have the types of linkages we have talked about to run successful CETA programs?

APPENDIX G

Legislation

CETA	Comprehensive Employment and Training Act
Title I of CETA	enumerates organizational, administrative, and general provisions
Title II of CETA	incorporates the former CETA, Title I. establishes a program of financial assistance to state and local governments for comprehensive employment and training services and includes special provisions for statewide services and coordination to be provided by the Governor.
Title III of CETA	defines special national programs and activities and special target groups; Indians, migrants, displaced homemakers youth and summer programs--demonstration and research.
Title IV of CETA	provides for Youth Programs; YIEPP, YETP, Job Corps and summer programs.
Title V of CETA	provides for the continuation of the National Commission for Employment and Training Policy.
Title VI of CETA	provides for countercyclical public service employment.
Title VII of CETA	provides for the Private Sector Initiative Program (PSIP)
Title VIII of CETA	Establishes the Young Adult Conservation Corps.

PSIP - Private Sector Initiative Program (Title VII-CETA)

YACC - Young Adult Conservation Corps (Title VIII-CETA)

YEDPA- Youth Employment and Demonstrations Projects Act of 1977

YEDPA- Title IV of CETA, designed to provide a broad range of coordinated employment and training programs for eligible youth in order to provide effectively for comprehensive employment and training services to improve their future employability and to explore and experiment with alternative methods for accomplishing such purposes.

YIEPP- Youth Incentive Entitlement Pilot Projects (Title IV - CETA)

YETP - Youth Employment and Training Programs (Title IV - CETA)

YCCIP- Youth Community Conservation and Improvement Projects (Title IV - CETA)

APPENDIX H

Definitions

academic credit - credit for education, training, or work experience applicable toward a secondary school diploma, a post secondary degree, or an accredited certificate of completion, consistent with applicable state law, regulation, and policy and the requirements of an accredited educational agency or institution in a state.

Balance-of-State prime sponsor - Department of Labor designated organization which is responsible and accountable for the planning, administration and delivery of CETA programs in all areas of a given state not covered by a local prime sponsor. In Virginia, this is the Virginia Employment Commission.

boundary spanners - these are individuals who perform activities within their own organization while at the same time connecting their own organization with external points of contact. This is usually done through various types of interaction activities, e.g., advisory councils, members of boards, telephone calls, formal communication methods, etc.

CBO - Community-based organization-a private nonprofit organization which is representative of a community or a significant segment of a community and which provides employment and training services (examples: Opportunities Industrialization Centers, the National Urban League, SER-Jobs for Progress, United Way of America, Mainstream, the National Puerto Rican Forum, neighborhood groups and organizations, community action agencies, community development corporations, vocational rehabilitation organizations, rehabilitation facilities, agencies serving youth, union-related organizations, and employer-related nonprofit organizations).

consortium - an entity formed by an agreement among local units of government to plan and operate a comprehensive manpower program.

economically disadvantaged - means a person who (A) receives, or is a member of a family which (i) receives cash welfare payments under a Federal, State, or local welfare program, or (ii) had a family income during the 6-month period prior to application for the program involved which would have qualified such family for such cash welfare payments; (B) has, or is a member of a family which has received a total family income for the 6-month period prior to application for the program involved (exclusive of unemployment compensation and welfare payments) which, in relation to family size, was not in excess of the higher of (i) the poverty level, or (ii) 70 percent of the lower living standard income level; (C) is a foster child on behalf of whom government payments are made; or (D) is a handicapped individual living at home or is institutionalized or receiving services in or is a client of, a sheltered workshop, prison, hospital, or similar institution or in community care.

educational training - a client is within this activity if he/she is enrolled in a classroom training component of CETA-funded program which consists of basic education, remedial education, job-related education, communications training, English as a second language, GED training, or other training which does not provide occupational or technical skills or information required to perform a specific job or group of jobs.

eligible youth (Job Corps and Summer Youth Programs) - an economically disadvantaged youth who is (1) either unemployed, underemployed, or in school, and (2) either age 16 to 21 inclusive, or if authorized under regulations of the Secretary, age 14 to 15 inclusive.

eligible youth (Youth Incentive Entitlement Pilot Projects) - a youth between the ages of 16 and 19 including the income of whose family is at or below the poverty level.

Governor's vocational education - vocational education and services provided by a public or private vocational institution, trade or business school as a part of special grants to governors (CETA Title II).

individual slotting - a client is within this activity if he/she is enrolled in classroom training in a program or educational institution from which an individual training slot has been purchased by CETA.

institutions of higher education - means those institutions defined as institutions of higher education in section 1201(a) of the Higher Education Act of 1965.

LEA - Local Education Agency--a public board of education or other public authority legally constituted within a state for either administrative control over, direction of, or service to public elementary or secondary schools in a city, county, township, school district or other potential subdivisions of a state.

low-income level - means $7,000 with respect to income in 1969, and for any later year means that amount which bears the same relationship to $7,000 as the Consumer Price Index for that year bears to the Consumer Price Index for 1969, rounded to the nearest $1,000.

lower living standard income level - means that income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually and based upon the most recent "lower living family budget".

post secondary institutions - see Institutions of higher education.

prime sponsor - Department of Labor designated local organization which is responsible and accountable for the planning, administration and delivery of CETA programs.

proprietary agency - privately owned agency offered business or technical training to CETA prime sponsors.

public service employment - includes work, including part-time work, in such fields as environmental quality, health care, education, child care, public safety, crime prevention and control, prisoner rehabilitation, transportation, recreation, maintenance of parks, streets, and other public facilities, solid waste removal, pollution control, housing and neighborhood improvements, rural development, conservation, beautification, veterans outreach, and other fields of human betterment and community improvement.

successful link - When the prime sponsor and its counterpart utilize more than one type of linkage activity successfully.

successful linkage - When a prime sponsor and its counterpart utilize only one particular type of linkage, e.g., behavioral, communication, financial, planning, programmatic/operational, policy, and structural.

supportive services - services which are designed to contribute to the employability of participants, enhance their employment opportunities, assist them in retaining employment, and facilitate their movement into permanent employment not subsidized under CETA. Supportive services may include health care, transportation, temporary shelter, child care, and financial counseling and assistance.

transitioned services - services designed to help eligible participants proceed from the school setting to an adequate employment situation. Such services include occupational information, career counseling and placement.

unattached youth - youth presently of school age but not attending an academic institution or accredited alternative school.

underemployed persons - (A) persons who are working part time but seeking full-time work; (B) persons who are working full time but receiving wages not in excess of the higher of either (i) the poverty level or (ii) 70 percent of the lower living standard income level.

APPENDIX I

Planning Systems

GETC - Governor's Employment and Training Council

BOS/MPC - Balance of State Manpower Planning Council

MPC - Local Manpower Planning Council

NOICC - National Occupational Information Coordinating Committee

SACVE - State Advisory Council for Vocational Education

SMSC - State Manpower Services Council

SOICC - State Occupational Information Coordinating Committee

LAC - Local Advisory Council (Voc. Ed.)

APPENDIX J

Programs

CEP - Concentrated Employment Program

FSB - Federal Supplemental Benefits (extends UI)

JOB - Job Opportunities in the Business Sector-National Alliance of Businessmen

JOP - Jobs Optional Program (MDTA-OJT)

NYC - Neighborhood Youth Corps

OJT - On-the-Job Training

PEP - Public Employment Program (EEA)

PSC - Public Service Careers Program (includes New Careers)

PSE - Public Service Employment (CETA of EEA)

SPEDY - Summer Private Employment for Disadvantaged Youth

STIP - Skill Training Improvement Program

SUA - Special Unemployment Assistance Program

UI - Unemployment Insurance

WE - Work Experience

WIN - Work Incentive Program

APPENDIX K

Organizations and Agencies

AVA - American Vocational Association

BOS - Balance of State

CAA - Community Action Agency

CBO - Community Based Organization

COG - Council of Governments

CSA - Community Services Administration

DHEW - U.S. Department of Health, Education, and Welfare

DOL - U.S. Department of Labor

ES - Employment Service (state agency)

ETA - Employment and Training Administration (DOL)

LEA - Local Educational Agency

NIE - National Institute for Education (DHEW)

NPO - Nonprofit Organization

OE - Office of Education (DHEW)

OEO - Office of Economic Opportunity (now Community Services Administration)

OIC - Opportunities Industrialization Center

PS - Prime Sponsors

SER - Services, Employment, Redevelopment (also Jobs for Progress)

UIS - Unemployment Insurance Service (state agency)

UL - Urban League

VEC - Virginia Employment Commission

VOED - Vocational Education Agency (state or local)

APPENDIX L

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APPENDIX M

MEMORANDA OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF CORRECTIONS

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Code of Virginia 53-19.5, Department of Corrections, created

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Department of Corrections is officially designated as the agency to coordinate plans for correctional services offerred throughout the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purposes of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Department of Corrections (VDOC) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The Department of Corrections and the GMSC will exchange information related to mutual needs. This information will include but is not limited to:
    a. An annual statewide plan of service from VDOC including the number of clients to be served, the areas of the State to be served, the services to be offered, and appropriate program budgets.
    b. The VDOC will supply a listing of all their offices and rehabilitation centers, including addressess, names of directors, territory served, and services offered.
    c. The VDOC will supply a listing of its priority groups and goals per fiscal year.
    d. The VDOC will supply a report addressing the assessment of unfilled needs as they relate to clients and services.
    e. The GMSC will supply to the VDOC an explanation and breakout of the CETA 1% and 4% monies.
    f. The GMSC will supply to the VDOC a listing of the Prime Sponsors and will keep this list updated.
    g. The GMSC will distribute to all Prime Sponsors any of the VDOC's planning information, updates, etc., as they are supplied.
    h. The GMSC will keep the VDOC informed of the time frames within which to submit proposals for 4% CETA funding; in turn, the VDOC will assign one individual from the Department who will be the liason contract officer for the GMSC for all contracts with Corrections and who will be responsible for the implementation of the contracts.
2. Prime Sponsors and the VDOC should coordinate where necessary, in placing clients who are ready to enter the labor market.
3. Similar Memoranda of Understanding should be jointly formulated by the Prime Sponsors and the VDOC addressing the specific needs of each locality.
4. This Memorandum may be amended by mutual agreement of both parties.
5. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA DEPARTMENT OF CORRECTIONS (VDOC)	GOVERNOR'S MANPOWER SERVICES COUNCIL
BY Jack Davis	BY Maurice B. Rowe
DIRECTOR	CHAIRMAN
DATE December 3, 1975	DATE DEC 10 1975

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
DIVISION OF VOCATIONAL EDUCATION
STATE DEPARTMENT OF EDUCATION

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. The Vocational Education Act of 1963 as Amended
4. General Education Provisions Act

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty.

The Division of Vocational Education is the unit of the State Board for Vocational Education (State Board of Education) responsible for the administration of vocationa education programs and activities. The mission of the Division is, through joint effort with local school divisions and other agencies, to seek to ensure that the vocational education needs of all youths and adults are met.

Local school divisions and other state agencies plan, operate, and evaluate vocational education programs and activities in accordance with the provisions of the State Plan for Vocational Education. The Division of Vocational Education provides technical assistance and program supervision to these agencies.

The Manpower Training Service of the Division is designated as the administering agent for the 5% special grant funds for vocational education services under the Comprehensive Employment and Training Act. They also administer other Ceta funds designated for classroom training in the balance-of-state prime sponsor area.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Division of Vocational Education and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for a cooperative working relationship in manpower development and management within the State. It is mutually agreed that:

1. The GMSC and the Division of Vocational Education will exchange information related to joint needs. This information will include:

   a. Each year the Manpower Training Service will provide copies of the non-financial agreement for vocational education services under the 5% special grant with each prime sponsor to the GMSC.

   b. The Manpower Training Service will provide to the GMSC and prime sponssrs the amount of 5% special grant funds available and allocated to each prime sponsor.

   c. The GMSC will provide to the Division of Vocational Education information regarding the projected enrollments and training output for all programs administered under CETA.

   d. The GMSC will provide to the Division of Vocational Education information available through the Manpower Management Information System.

   e. The Division of Vocational Education will, as the information becomes available, provide to the GMSC information regarding projected program activities and estimated expenditures for each school division and when approved a copy of the State Plan for Vocational Education.

2. Coordination between each prime sponsor and the Manpower Training Service will include:

   a. A member of the Manpower Training Service will be identified as the contact person with each prime sponsor to provide technical assistance in planning and operation of vocational education programs.

   b. A member of the Manpower Training Service will be available to attend prime sponsor's planning council meetings as requested.

3. This memorandum may be amended by mutual agreement of both parties.

4. This memorandum may be terminated by either party upon written notice to the other party at least sity (60) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

DIVISION OF VOCATIONAL EDUCATION

BY George S. Orr Jr.
Director

DATE 11-21-75

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY
Chairman

DATE DEC - 4 1975

Prime Sponsor Area	Vocational Education Contact Person
City of Alexandria	Ronald H. Chandler
Arlington County	Ronald H. Chandler
Chesterfield-Henrico-Hanover Counties	George W. Byers
Fairfax County	Ronald H. Chandler
Peninsula Consortium (POMP)	George W. Byers
Prince William County	Ronald H. Chandler
Richmond Consortium (RAMPS)	George W. Byers
Roanoke Consortium	Lee F. Garrett
Southeastern Tidewater Consortium (STAMA)	Ronald H. Chandler

Balance-of-State	Area AMPC Representatives
AMPC I	Lee F. Garrett
AMPC III	George W. Byers
AMPC V	Ronald H. Chandler
AMPC VI	Reon J. Lambert
AMPC VII	Reon J. Lambert
AMPC IX	George W. Byers
AMPC XII	George W. Byers
AMPC XIII	George W. Byers
AMPC XIV	Reon J. Lambert
AMPC XV	Lee F. Garrett
Loudoun County	George W. Byers

MEMORANDUM OF UNDERSTANDING

BETWEEN THE

GOVERNOR'S MANPOWER SERVICES COUNCIL

AND THE

VIRGINIA EMPLOYMENT COMMISSION

REFERENCES:

1. The Comprehensive Employment and Training Act of 1973
2. Executive Order Number Forty-Five, October 18, 1976
3. Regional Field Instructions; CETA-62-74; CETA 9-75; ADMIN 9-75; CETA 110-75; CETA 113-75; MDR 11-77; ADMIN 7-77

BACKGROUND:

The Governor's Manpower Services Council (GMSC) was established by the Honorable Mills E. Godwin, Jr., in accordance with Section 107 of the Comprehensive Employment and Training Act (CETA), to serve as his official advisory body for Virginia's manpower services and needs. The responsibilities charged to GMSC by Executive Order Number Forty-Five (76) include the coordination of prime sponsors and State agencies in the delivery of manpower services.

The Virginia Employment Commission (VEC) is a federally funded State Agency that provides various manpower programs and services. In addition to helping people find suitable employment, VEC also administers the WIN, and unemployment insurance programs statewide, and has recruitment and placement responsibilities through a contract arrangement with Job Corps.

The Governor's Manpower Services Council (GMSC) and the Virginia Employment Commission (VEC) enter into this Memorandum of Understanding to establish and maintain the necessary coordination and close working relationship in the development, management, and delivery of manpower services within the State. The inherent benefits of this cooperative relationship will include minimum duplication of efforts and maximum employment opportunities for Virginia's citizens. It is mutually agreed that:

A. The GMSC and the VEC will exchange information related to manpower needs and services. This information will include but not be limited to:

   1. The VEC will provide to the GMSC projected service estimates for all ES catagories including WIN and Job Corps. This will be done in accordance with the GMSC solicitation schedule.

   2. The VEC will provide copies of State level Inter-Agency Cooperative Agreements and memoranda of understanding to the GMSC.

   3. As the GMSC's fiscal agent, the VEC will be provided with copies of 4% contracts and other information deemed appropriate for fiscal matters.

   4. The GMSC will provide the VEC with copies of its Quarterly Report and Annual Report.

   5. The VEC will provide current and relevant labor market and economic information to prime sponsors for development of their respective grant applications which conforms to statistically reliable standards set by the U. S. Department of Labor - Bureau of Labor Statistics and Employment and Training Administration.

B. The VEC and the GMSC mutually agree to recommend, promote, and assist the development of Memoranda of Understanding or Cooperative will be non-financial and will include but not be limited to the following information:

1. Reciprocal exchange of information, for planning purposes;
2. Efforts of coordination that minimize duplication;
3. Efforts of coordination that best utilize the services of other agencies.

C. The VEC and the GMSC further agree that:

1. The VEC will provide regular Wagner-Peyser services and other employment and training opportunities on a Statewide basis consistent with available funding.
2. The GMSC will continue to carry out the provisions of the Act especially as they relate to Section 106. This section is also reflected in the GMSC Policy for funding proposals, both of which are attached to this agreement.
3. The VEC will appoint a liaison officer with GMSC on a Statewide basis to facilitate closer cooperation with prime sponsors.

D. It is mutually agreed that this Memorandum may be

1. amended by mutual agreement of both parties.
2. terminated by either party upon a 90-day written notice prior to the termination date; or earlier through mutual agreement.

E. This agreement will be for a one year period, subject to renewal on a year-to-year basis.

ENTERED INTO AGREEMENT THIS 20 DAY OF July, 1977

VIRGINIA EMPLOYMENT COMMISSION	GOVERNOR'S MANPOWER SERVICES COUNCIL
By: R L Masden	By: Maurice B. Rowe
Robert L. Masden, Commissioner	Maurice B. Rowe, Chairman

The Governor's Manpower Services Council (GMSC) shall establish guidelines for the funding of State manpower services projects with general consideration being given to proposals with statewide implication. Specific guidelines shall be based on those areas authorized under Section 106 of the Act, and are as follows:

The development and publication of information regarding economic, industrial and labor market conditions, including but not limited to job opportunities and skill requirements, labor supply in various skills, occupational outlook and employment trends in various occupations, and economic and business development and location trends.

To provide, upon request, to any prime sponsor serving an area within the State, such information, technical assistance of Manpower Training Services (MTS) as may be appropriate to assist any such prime sponsor in developing and implementing its programs under the Act.

Carrying out demonstration training and employment programs, and related supportive services with emphasis on integration of service delivery.

Principal consideration will be given to those projects with Statewide implication and to those programs that demonstrate the avoidance of duplication of effort.

To provide financial assistance for special programs and services designed to meet the needs of rural areas outside major labor market areas.

Projects which are heavily client oriented with a low percentage of the budget in administrative areas and have a high probability of continuance from alternative resources. These projects, wherever possible, should have well defined, quantitative evaluative indices.

a. Upon program completion there should be a strong emphasis on the development of self-sufficiency. The projected client household income, as a result of the project, should be significantly higher than the poverty level. (e.g. Clients on Welfare should, with successful completion of the project, be able to start at least at a minimum wage.) Less evaluative emphasis will be placed on the initial wages for those placements offering the greatest upward mobility.

b. Short-term projects (6 months or less) should have reliable pay offs such as job placement; long-term projects (longer than 6 months) should have a higher probability for pay offs, such as job placement, than the short-term projects.

c. Proposals will be funded for a maximum of one year with consideration for additional funding based upon outstanding performance and documentation of inability to find alternative funding sources.

sponsor under this title to carry out the plan submitted by each such prime sponsor upon determining that—

(1) the plan is consistent with the provisions of this title;

(2) the plan was made public prior to submission to the Secretary;

(3) the prime sponsor has demonstrated maximum efforts to implement the provisions in the prior year's plan.

SPECIAL PROVISIONS RELATING TO STATE PRIME SPONSORS

State comprehensive manpower plan.

SEC. 106. (a) Any State seeking assistance under this Act shall submit a State comprehensive manpower plan to the Secretary for approval in accordance with the requirements of this section.

(b) The State comprehensive manpower plan shall in addition to meeting the requirements of section 105—

(1) provide satisfactory arrangements for serving all geographical areas under its jurisdiction except areas served by an eligible applicant who has filed a notice of intent under section 102(c), except that such plan may be amended to include areas served by an eligible applicant whose plan is finally disapproved without prejudice to the remedies available to such eligible applicant under section 109;

(2) provide for the cooperation and participation of all State agencies providing manpower and manpower-related services in the implementation of comprehensive manpower services plans by prime sponsors in accordance with the provisions of this Act;

(3) set forth an overall State plan for the development and sharing of resources and facilities needed to conduct manpower programs under its direct sponsorship without unnecessary duplication and otherwise in the most efficient and economical manner;

(4) provide for the coordination of programs financed under the Wagner-Peyser Act in accordance with such rules, regulations, and guidelines as the Secretary determines necessary for the purpose of providing coordinated and comprehensive assistance to those individuals requiring manpower and manpower-related services to achieve their full occupational potential in accordance with the policies of this Act;

48 Stat. 113.
29 USC 49.

(5) set forth arrangements for assisting the Secretary in carrying out his responsibilities for enforcing the requirement for Federal contractors and subcontractors to list all suitable employment openings with local offices of the State employment service and provide special emphasis, as required in section 2012(a) of title 38, United States Code;

86 Stat. 1097.

(6) set forth arrangements, if any, which the State may desire to provide for planning areas to serve geographical regions within the State; and

(7) make adequate provision for the coordination of the manpower and related services to be provided by the State in areas to be served by prime sponsors other than the State, and that provision has been made for the establishment of mechanisms to (A) provide for the exchange of information between States and local governments on State, intrastate, and regional planning in areas such as economic development, human resource development, education, and such other areas that may be relevant to manpower planning; and (B) promote the coordination of all manpower plans in a State so as to eliminate conflict, duplication, and overlapping between manpower services.

(c) Funds available to each State under section 103(e) may be used for—

Ante, p. 842.

(1) the provision of services under this Act throughout the State by State agencies responsible for employment and training and related services;

(2) providing financial assistance for special programs and services designed to meet the needs of rural areas outside major labor market areas;

(3) developing and publishing information regarding economic, industrial, and labor market conditions, including but not limited to job opportunities and skill requirements, labor supply in various skills, occupational outlook and employment trends in various occupations, and economic and business development and location trends;

(4) providing, without reimbursement and upon request, to any prime sponsor serving an area within the State, such information and technical assistance as may be appropriate to assist any such prime sponsor in developing and implementing its programs under this Act; and

(5) carrying out special model training and employment programs and related services, including programs for offenders similar to programs described in section 301(c) of this Act.

(d) The State prime sponsor shall annually certify compliance with all the requirements for State prime sponsors.

STATE MANPOWER SERVICES COUNCIL

SEC. 107. (a)(1) Any State which desires to be designated as a prime sponsor and to enter into arrangements with the Secretary under this title shall establish a Manpower Services Council (hereinafter referred to as the "Council") which shall exercise the powers and duties set forth in this section.

(2) The Council established pursuant to paragraph (1) shall—

(A) be appointed by the Governor (who shall designate one member thereof to be Chairman), and shall be composed of—

(i) representatives of the units or combinations of units of general local government in such State, who shall comprise at least one-third of the membership of the Council, which have comprehensive manpower plans approved under section 108 (except that the initial appointments to the Council may consist of representatives of units or combinations of units of general local government described in clauses (2), (3), (4), and (5) of section 102(a) which have indicated an intention to submit a plan for approval under section 108), and such representatives shall be designated by the chief executive officers of the units or combination of units of general local government which qualify for representation under this section in accordance with procedures agreed upon by such chief executive officers;

(ii) one representative each of the State board of vocational education and the public employment service of such State;

(iii) one representative of each such other State agency as the Governor may determine to have a direct interest in overall manpower training and utilization within the State;

(iv) representatives of organized labor;

(v) representatives of business and industry;

(vi) representatives of community-based organizations and of the client community to be served under this Act (including, where persons of limited English-speaking abil-

POLICY STATEMENT
(COOPERATIVE AGREEMENT)
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF VOCATIONAL REHABILITATION

I. PARTIES: This agreement is entered into by the GOVERNOR'S MANPOWER SERVICES COUNCIL (GMSC) and the VIRGINIA DEPARTMENT OF VOCATIONAL REHABILITATION (DVR) to set forth mutually agreed upon Policy Statements for coordinating and effecting employment and training and vocational rehabilitation programs.

II. REFERENCES:

A. Comprehensive Employment and Training Act of 1973

B. Executive Order Number Forty-five, June 23, 1975

C. Federal Law 93-112, Vocational Rehabilitation Act of 1973

D. Code of Virginia 1965, Title 22, Chapter 15.1

III. PURPOSE: To prescribe a joint policy and working agreement between the GMSC and DVR.

IV. BACKGROUND:

The GOVERNOR'S MANPOWER SERVICES COUNCIL (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Forty-five. This includes the coordination of the efforts of Prime Sponsors and State Agencies in delivery of employment and training services.

The Virginia Department of Vocational rehabilitation is the designated agency in the Commonwealth of Virginia for the operation of the Vocational Rehabilitation program.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia

DEPARTMENT OF VOCATIONAL REHABILITATION (DVR) and the GOVERNOR'S MANPOWER SERCICES COUNCIL (GMSC) enter into this Agreement as the foundation for an enduring, cooperative working relationship in employment and training development and management within the State. It is mutually agreed that:

V. POLICY:

A. The GMSC shall:

1. accept a DVR representative as a voting member on the council.
2. assign a liaison to DVR.
3. provide technical advise and assistance on employment and training programs.
4. encourage and support similar Policy Statements to be jointly formulated by Prime Sponsors and designated DVR representatives addressing specific needs of each locality.
5. encourage and support Prime Sponsor staff to give priority in developing and initiating OJT or work experience programs for all severely disabled individuals meeting CETA employment and training program criter
6. encourage, support and participate in joint agency staff training/information sharing seminars.
7. submit to DVR pertinent reports and information which may include but not be limited to the Annual Report to the Governor; Quarterly Summary of Prime Sponsor Activities; Special Grant Quarterly Progress Report; Special Grants and Prime Sponsor staff directories.

B. The DVR shall:

1. assign a liaison to the GMSC.
2. provide a copy of the agency's State Plan to the GMSC for review and comments.
3. provide technical advice and assistance on employment and training areas of vocational rehabilitation.
4. encourage and endorse similar Policy Statements to be jointly formulated by Prime Sponsors and designated DVR representatives addressing specific needs of each locality.
5. encourage and support local DVR staff to give priority in developing and initiating rehabilitation programs to severely disabled individuals meeting CETA employment and training program criteria.

6. submit to GMSC pertinent reports and information which may include but not be limited to Quarterly Prime Sponsor CETA/DVR Activity Reports, local joint agency Policy Statements, Joint Agency CETA Contracts and agency liaison directory.

C. This Agreement may be amended by mutual agreement of both parties.

D. This Agreement may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

E. This Agreement will be reviewed and may be reaffirmed in September of each year by the agency's assigned liaisons.

F. This Agreement supercedes all other agreements memorandum, etc. and other understandings, written or oral, unless are hereto attached, are null and void.

This Agreement is made in duplicate, each of the agencies hereto bearing a copy thereof, which copies shall be deemed original.

IN WITNESS WHEREOF, the parties hereto have executed this agreement to be effective November 1, 1977.

DEPARTMENT OF VOCATIONAL REHABILITATION (DVR)

BY: Altamont Dickerson Jr., Commissioner Date: 11/3/77

GOVERNOR's MANPOWER SERVICES COUNCIL (GMSC)

BY: Marvin B. Raws, Chairman Date: 11-9-77

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE ADULT EDUCATION SERVICE

References:

1. Comprehensive Employment and Training Act of 1973
2. Adult Education Act (P.L. 93-380)
3. Executive Order Number Twenty

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth, both rural and urban. To maximize services for the full development and maintenance on Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any area within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in the delivery of manpower services.

The State Department of Education Adult Education Service is the official policy body for the Commonwealth of Virginia in the administration of the Adult Education Act of 1964 as amended. It shall perform such functions as may be necessary to carry out the intent and purposes of the Act, specifically, to enable adults of Virginia to become more employable, productive, and responsible citizens.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Adult Education Service and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The prime sponsor and the designated Adult Education Service representative will exchange information specifically related to Adult Education. This information will include, but is not limited to the funds and programs available; cooperative projects.

2. Coordination is to be established between the Prime Sponsor's Advisory Council and the designated Adult Education Services Representative in each Prime Sponsor area.

This coordination may include the Adult Education Service Representative serving on the local advisory council.

3. The Adult Education Representative will make the prime sponsors aware of the information and services he can provide at the local level.

4. The Adult Education Service Representative will, to the extent possible, be available to render assistance at the request of the prime sponsor if special needs arise other than those covered in a regular advisory meeting.

5. The following coordination will be utilized within the Prime Sponsor areas designated for Adult Education Training:

    a. When training involving Adult Basic Education or GED is needed by the Prime Sponsor for CETA participants, the Prime Sponsor will advise the Adult Education Representative who will determine whether required training can be provided through existing Adult Education Classes or whether new/amended classes need be established. When required funding cannot be satisfied by the existing educational systems, the Prime Sponsor, assisted by the Adult Education Service Representative, may arrange for and fund such classes.

    b. The designated Adult Education Service Representative will make his recommendation to the prime sponsor concerning the proposed training.

    c. The prime sponsor will make the determination to fund or not fund the proposed training.

6. The Adult Education Service Representative will provide the prime sponsor with general entry level requirements for Adult Education Programs in the local Prime Sponsor area.

7. A representative of the GMSC staff will periodically attend the Adult Education Service Staff meeting as a guest to provide a linkage for close coordination at the State or local level.

8. Similar Memorandums of Understanding will be formulated by the prime sponsor and the designated Adult Education Representative addressing the specific needs of their locality.

9. This Memorandum may be amended by mutual agreement of both parties.

10. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

ADULT EDUCATION SERVICE

BY William M Moore
CHAIRMAN

DATE Sept 17, 1975

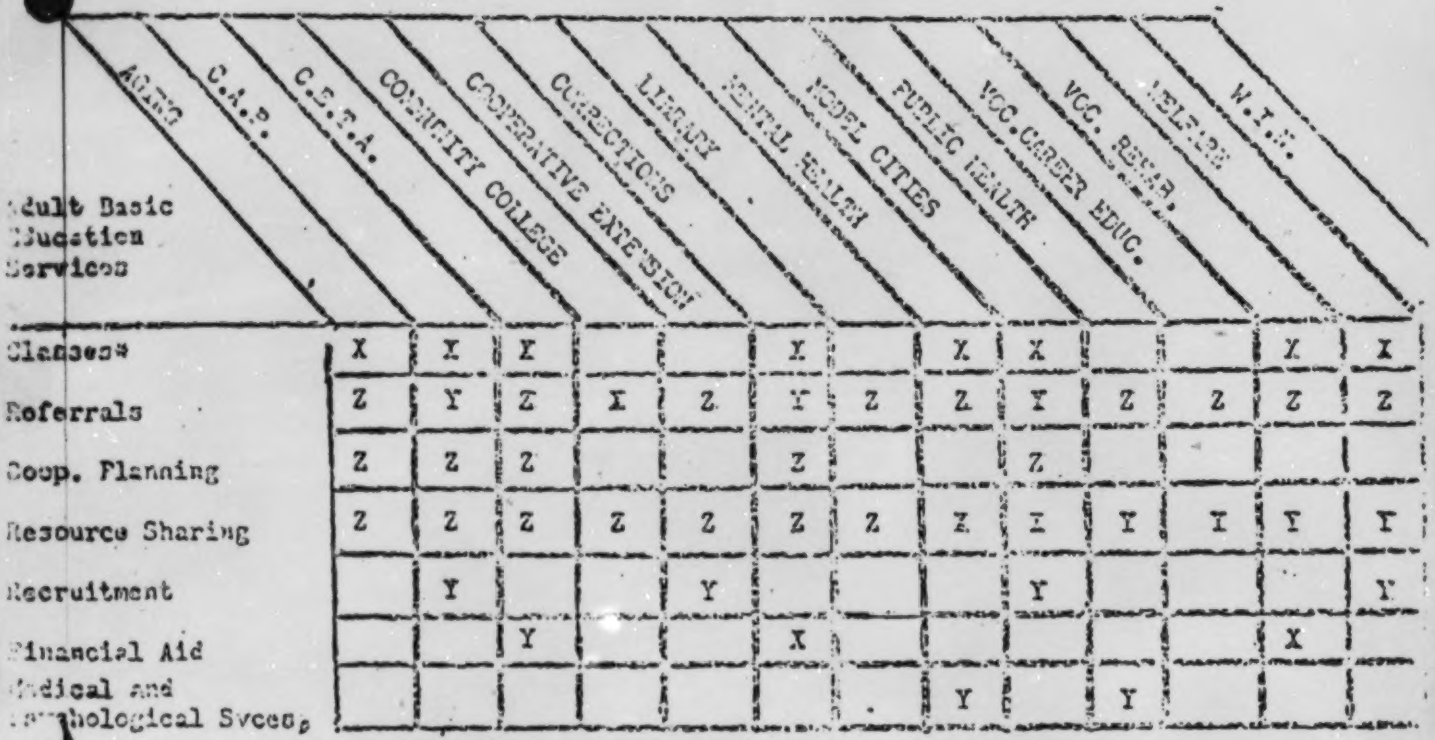
GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Mamie B. Rawy
CHAIRMAN

DATE SEP 26 1975

A. Richmond Area Manpower Planning System (RAMPS) 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Lennox L. McLendon
B. Southeastern Tidewater Area Manpower Planning System (STAMA) 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County 9. Nansemond County	Lennox L. McLendon
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	Lennox L. McLendon
D. Peninsula Office of Manpower Planning (POMP) 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. Town of Poquoson	Claiborne R. Leon
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	William C. Pursley
F. Fairfax County	Claiborne R. Leon
G. Arlington County	Claiborne R. Leon
H. Prince William County	Claiborne R. Leon
I. City of Alexandria	Claiborne R. Leon
J. Balance-of-State All areas not included in any other prime sponsor area.	William M. Moore

AGENCIES (LOCAL AND/OR STATE)



Adult Basic Education Services	AGING	C.A.P.	C.E.T.A.	COMMUNITY COLLEGE	COOPERATIVE EXTENSION	CORRECTIONS	LIBRARY	MENTAL HEALTH	MODEL CITIES	PUBLIC HEALTH	VOC.CAREER EDUC.	VOC. REHAB.	WELFARE	W.I.N.
Classes*	X	X	X			X		X	X			X	X	
Referrals	Z	Y	Z	X	Z	Y	Z	Z	Y	Z	Z	Z	Z	
Coop. Planning	Z	Z	Z			Z			Z					
Resource Sharing	Z	Z	Z	Z	Z	Z	Z	Z	Y	Y	Y	Y	Y	
Recruitment		Y			Y				Y				Y	
Financial Aid			Y			X						X		
Medical and Psychological Svces.								Y		Y				

Legend:

X - From Service to Agency

Y - From Agency to Service

Z - Bilateral

* Classes include instruction in ABE and GED preparation
Referrals for medical purposes, counseling, testing and bilingual education

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF COMMUNITY COLLEGES

References:

1. Comprehensive Employment and Training Act of 1973
2. Virginia Community College Act of 1966
3. Executive Order Number Twenty

Background:

The proper development of Virginia's human resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of these resources, such services should be coordinated with other existing services to provide for the physical, social, and economic development of the State or any area within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsiblity conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in the delivery of manpower services.

The State Board for Community Colleges, whose chief executive officer is the Chancellor, is the official agency responsible for the establishment, control, and administration of all comprehensive Community Colleges. Community College programs are designed to serve the educational needs of qualified post high school age youth and adults in order to prepare them for employment, for advanced collegiate education, and for improved citizenship. To this end, the Chancellor will perform such functions as may be necessary to carry out the intent and purpose of the Act, subject to the direction of the Board.

Recognizing the need for close cooperation in carrying out the responsibilities for which it is charged, the Virginia Department of Community Colleges (VDCC) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the Commonwealth.

It is mutually agreed that:

1. Coordination is to be established between the local prime sponsor's planning council and a designated Community College representative.

   a. This coordination may include the Community College representative serving on the prime sponsor's local advisory council.

   b. The Community College will make each prime sponsor aware of information and services the local area Community Colleges can provide. This information may include but is not be limited to availability of:

      (1) library facilities
      (2) developmental centers
      (3) classroom and laboratory space
      (4) media centers
      (5) placement office services
      (6) continuing education services
      (7) occupational-technical educational programs
      (8) data concerning employment opportunities and student availability.
      (9) cooperative education programs
      (10) special training programs

   c. Where appropriate, the Community College representative, utilizing college capability, may assist the prime sponsor in determining specific job needs and opportunities as they exist in the local community.

   d. The Community College representative will act as the liaison between the prime sponsor and the Community College in setting up any such training programs as may be determined necessary by the prime sponsors.

      When such training programs are proposed which may be suited to the Community College, the Community College representative will coordinate the development of training plans in conjunction with the College and the prime sponsor.

   e. The Community College representative will, to the extent possible, be available to render assistance at the request of the prime sponsor if special needs arise other than those covered by this document, and as may arise in a regular advisory meeting.

2. A representative of the GMSC staff will attend meetings of the Continuing Education Advisory Committee as a guest to provide closer coordination at the State level.

3. This Memorandum may be amended by mutual agreement of both parties.

4. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA DEPARTMENT OF COMMUNITY COLLEGES

BY Dana B. Hamel
CHANCELLOR

DATE 9-12-75

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE SEP 17 1975

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF WELFARE

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Title XX of the Federal Social Security Act

Background:

The development of Virginia's Manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any area within the State.

Statement of Purpose:

The Governor's Manpower services Council (GMSC) was organized by the Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Department of Welfare is the designated agency for the Commonwealth of Virginia in the delivery of social services under the Title XX Program of the Social Security Act.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Department of Welfare and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The GMSC and Welfare will exchange information related to joint needs. This information will include but is not limited to:
    - a. Welfare submission of an annual Statewide plan of Social Services which should include:
        - (1) The number of clients to be served by planning district.
        - (2) A Statewide budget broken down by planning district area.
    - b. A statement listing Welfare's priority groups and goals per fiscal year.
    - c. The GMSC will provide to Welfare an explanation and breakout of the CETA 1% and 4% monies.
    - d. The GMSC will provide Welfare with a listing of the Prime Sponsors and will keep this list updated.
2. The Prime Sponsors and Representatives of the Department of Welfare will exchange information related to their mutual ongoing programs.
    - a. The Prime Sponsors will provide a copy of their Title I grant requests to the local welfare agency and an opportunity for comment.
    - b. The Prime Sponsors will provide a copy of their quarterly reports to the local welfare agency as requested.
    - c. Priority will be given to clients participating in CETA Manpower Programs who are eligible for supportive social services as defined in The Service Plan under Title XX.
3. Coordination is to be established between the Prime Sponsor's Planning Council and local welfare agencies. This coordination may include:
    - a. Welfare's membership on the local manpower planning council.
4. A representative of the GMSC will serve as a guest on the Welfare Advisory Committee to provide linkage at the State level.
5. Similar Memoranda of Understanding may be jointly formulated by the Prime Sponsors and the local Welfare agencies addressing the specific needs of the locality.
6. This Memorandum may be amended by mutual agreement of both parties.

7. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

DEPARTMENT OF WELFARE

BY William C. [illegible]
COMMISSIONER

DATE December 5, 1975

GOVERNOR'S MAPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE December 10, 1975

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF MENTAL HEALTH & MENTAL RETARDATION

References:

1. Comprehensive Employment and Training Act (CETA) of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Title 37.1, Chapter 1 & 2 of the Code of Virginia (1950) as amended

Background:

The development of Virginia's human resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Department of Mental Health and Mental Retardation is officially designated as the agency to coordinate plans for mental health and/or retardation services offered throughout the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purpose of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Department of Mental Health and Mental Retardation (MH&MR) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The GMSC and MH&MR will exchange information related to joint needs. This information will include but is not limited to:
    a. MH&MR's submission of a Statewide plan which should include:
        (1) A statement listing priority groups and goals per fiscal year.
        (2) A statement addressing the assessment of unfilled needs as they relate to clients and services.
    b. A current listing of MH&MR's hospitals and offices across the State and the names of their respective directors.
    c. The GMSC will supply a current listing of prime sponsors across the State with the names of their administrators and will keep this list updated.
    d. The GMSC will notify MH&MR of availability and procedural information related to potential MH&MR services and/or resources in areas of employment and training.
    e. The GMSC will provide an explanation and breakout of the CETA 1% and 4% monies.
    f. The GMSC and MH&MR will each designate a staff person to provide for the exchange of information described above.
2. MH&MR and the GMSC will jointly determine the pairing of prime sponsors and local MH&MR facilities for the purpose of informational exchange. The information may include but is not limited to:
    a. Annual plans from MH&MR to the appropriate prime sponsors including the number of clients to be served, the services to be offered, the number of economically disadvantaged to be served and appropriate service program budgets.
    b. Prime sponsors and MH&MR personnel may cooperate in rendering services to individual clients.
3. Similar Memoranda of Understanding should be jointly formulated by the prime sponsors and the designated MH&MR personnel addressing the specific needs of each locality.
4. This Memorandum may be amended by mutal agreement of both parties.

5. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA DEPARTMENT OF MENTAL HEALTH
AND MENTAL RETARDATION

BY Wm. J. Allerton
COMMISSIONER

DATE April 22, 1976

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE April 26, 1976

Prime Sponsor Areas	MH&MR Facility & Contact Person
A. Richmond Area Manpower Planning System 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Virginia Treatment Center - Thomas Curtis Medical College of Virginia Psychiatric Clinic Dr. Henry Silberman
B. Southeastern Tidewater Area Manpower Authority 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County	Southeastern Virginia Training Center - Clyde Lindsay Community Mental Health Center of Norfolk & Chesapeake Dr. Ralph Coppola
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	Henrico Mental Health Clinic
D. Peninsula Office of Manpower Programs 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. City of Poquoson	Eastern State Hospital Garland Lewis Tidewater Mental Health Clinic Dr. Martin Palmaz
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	Catawba Alleghany Mental Health (No Director)
F. Fairfax County	Northern Virginia Training Center Leon Rose
G. Arlington County	Northern Virginia Mental Health Institute - Joseph Cottrell

Prime Sponsor Areas	District	MH&MR Facility & Contact Person
H. Prince William County		Prince William County Community Mental Health Center Dr. William Claiborn
I. City of Alexandria		
J. Balance-of-State (All areas not included in any other prime sponsor area)	VII	Central State Hospital John Cannady
	VII	Southside Virginia Training Center Louis Doucet
	I	Southwestern State Hospital William Johnston
	III	Western State Hospital John Medwed
	XIV	Lynchburg Training School and Hospital Dave Peckman
	III	DeJarnette - Mrs. Montgomery Linkous
	VII	Piedmond State Hospital Willard Pierce
	VI	SVMHI - Ted Juda
	VI	Danville Clinic for Mental Hygien Dr. Jessie Enslin
	XII	Eastern Shore Mental Health Clini (No Director)
	XIII	Loudon County Mental Health Clini Dr. Steven Baker
	III	Massanutten Mental Health Clinic Dr. Fred Stevens
	IX	Middle Peninsula-Northern Neck M Retardation Services Dr. Henry Gwaltney
	VII	New Canton Mental Health Center Dr. Jeanne Jones
	XIII	Northwestern Psychiatric Clinic Mrs. Rachel Beatty
	VI	Patrick Henry Mental Hygiene Cli Dr. Joseph Leizer
	IX	Rappahannock Guidance Clinic Ms. Florence Duke
	III	Rockbridge Mental Health Clinic Dr. Nancy Witt
	VII	Southside Area Mental Health Cli Mr. Charles Bowden
	VII	Greensville-Emporia Mental Healt Center - (No Director)
	VII	Surry-Sussex Mental Health Clini (No Director)
	V	University of Virginia Mental He Clinic - Dr. W. D. Buxton
	III	Valley Mental Health Center Mrs. Betty Kline

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA OFFICE ON AGING

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Code of Virginia, Chapter 24, Section 2.1 - 371 dated July 1, 1974
4. Public Law 89-73, Older Americans Act of 1965, as amended

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Office on Aging is officially designated as the agency to coordinate plans for aging services offered throughout the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purposes of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia State Office on Aging (VOA) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State. It is mutually agreed that:

1. The GMSC and the VOA will exchange information related to joint needs. This information will include but is not limited to:

    a. An annual Statewide aging plan of service prepared by VOA which should include the number of clients to be served, the areas of the State to be served, the services to be offered, the number of economically disadvantaged elderly to be served, and appropriate services program budgets.

    b. A current listing of the VOA's Area Agencies on Aging (AAA) across the State and the names of the AAA directors.

    c. A current listing of Prime Sponsors across the State and the names of their administrators.

    d. Notification by GMSC to VOA of availability and procedural information related to potential aging services, resources in areas of employment and training.

    Further, the GMSC and VOA will each designate a staff person to provide for the exchange of information described above.

2. VOA and GMSC will jointly determine the pairing of Prime Sponsors and local Area Agencies on Aging (AAA's) for the purpose of informational exchange. This information may include but is not limited to:

    a. An annual plan from the AAA to appropriate Prime Sponsors which should include the number of clients to be served, the services to be offered, the number of economically disadvantaged elderly to be served and appropriate service program budgets.

    b. A copy of the fourth quarterly report and the fourth quarter client characteristics report from the Prime Sponsors to the AAA.

    c. A copy of the Title I grant request from the Prime Sponsor to the AAA.

3. Coordination is to be encouraged within the Prime Sponsor areas. This coordination may include but is not limited to:

    a. The AAA's membership on the local manpower planning council; and likewise, the Prime Sponsor's membership on the AAA Advisory Council.

    b. Prime Sponsors and AAA's may cooperate in rendering services to individual clients.

4. VOA will transmit copies of this Memorandum of Understanding to all VOA sponsored programs.

5. Similar Memoranda of Understanding will be encouraged between the Prime Sponsors and the designated AAA addressing the specific needs of each locality with emphasis on those 60 years and over who work or who wish to work.

6. This Memorandum may be amended by mutual agreement of both parties.

7. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA OFFICE ON AGING (VOA)	GOVERNOR'S MANPOWER SERVICES COUNCIL
BY Edwin M Wood DIRECTOR	BY [illegible] B. Rowe CHAIRMAN
DATE September 18, 1975	DATE SEP 26 1975

Prime Sponsor Areas	Designated Contact Office of the VOA
A. Richmond Area Manpower Planning System 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Capital Area Agency on Aging 6 North Sixth Street Richmond, Virginia 23219 Mr. Louis Barrett, Executive Director Phone (804) 648-8381
B. Southeastern Tidewater Area Manpower Authority 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County 9. Nansemond County	SEVAMP #9 Koger Executive Center Suite 208 Norfolk, Virginia 23502 Mr. Glenn Campbell, Executive Director Phone (804) 461-9481
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	See Capital Area Agency on Aging (Above)
D. Peninsula Office of Manpower Programs 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. City of Poquoson	Peninsula Area Agency on Aging Patrick Henry Hospital Denbigh Boulevard Newport News, Virginia 23602 Mrs. Betty Reams, Executive Director Phone (804) 877-8001
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	League of Older Americans, Inc. 401 Campbell Avenue, S. W. Roanoke, Virginia 24016 Mr. Richard Young, Executive Director Phone (703) 345-0451
F. Fairfax County G. Arlington County	Northern Virginia Area Agency on Aging 7[illegible]9 Arlington Boulevard Falls Church, Virginia 22042 Mr. Tom Kouzes, Executive Director Phone (703) 573-7810

Prime Sponsor Areas	Designated Contact Office of the VOA
H. Prince William County	See F
I. City of Alexandria	See F
J. Balance-of-State (All areas not included in any other Prime Sponsor area)	See list of planning districts

AREA AGENCIES ON AGING

PLANNING DISTRICT 1

Area Agency

DILENOWISCO Educational Cooperative

Organizational Unit

Mountain Empire Older Citizens
1032 Virginia Avenue
Norton, Virginia 24273
(703) 679-2181
Ms. Marilyn Pace, Executive Director

PLANNING DISTRICT 2

Appalachian Agency for Senior Citizens
c/o Cumberland Plateau Planning District Commission
P. O. Box 548
Lebanon, Virginia 24266
(703) 889-1778
Steve Gilliam, Executive Director

PLANNING DISTRICT 3

Mount Rogers Governmental Cooperative
c/o Mount Rogers Planning District Commission
1021 Terrace Drive
Marion, Virginia 24354
(703) 783-5103
Richard Harfst, Contact Person

PLANNING DISTRICT 4

New River Valley Council on Aging
c/o New River Valley Planning District Commission
1612 Wadsworth Street
Radford, Virginia 24141
(703) 382-9486
Ms. Eileen Gary, Contact Person

PLANNING DISTRICT 5

League of Older Americans, INc.
401 Campbell Avenue, S.W.
Roanoke, Virginia 24016
(703) 345-0451
Richard G. Young, Executive Director

PLANNING DISTRICT 6

Valley Program for Aging Services, Inc.
P. O. Box 817
Waynesboro, Virginia 22980
(703) 943-1411
Mrs. Doris Anne Miller, Executive Director

PLANNING DISTRICT 8

Northern Virginia Area Agency on Aging
7309 Arlington Boulevard
Falls Church, Virginia 22042
(703) 573-7810
Tom Kouzes, Executive Director

PLANNING DISTRICT 9

Rappahannock-Rapidan Community Mental Health & Mental Retardation Services Board
701 South Main Street
Culpeper, Virginia 22701
(703) 825-8284
David J. Schwemer, Contact Person

PLANNING DISTRICT 10

Jefferson Area Board for Aging
190 Rugby Road
Charlottesville, Virginia 22903
(804) 977-1127
Ms. Dianne Ansley, Executive Director

PLANNING DISTRICT 11

Area Agency

Family Service of Central Virginia

Organizational Unit

Central Virginia Commission on Aging
1010 Miller Park Square, Room 4
Lynchburg, Virginia 24501
(804) 846-3432
Wallace Clair, Executive Director

PLANNING DISTRICT 13

Southside Gerontology Association, Inc.
Brunswick County Courthouse Building
228 Main Street
Lawrenceville, Virginia 23868
(804) 848-3525
Allyn Gemerek, Executive Director

PLANNING DISTRICT 14

Area Agency

Piedmont Area Community Mental Health and Mental Retardation Services Board

Organizational Unit

Piedmont Senior Resources
P. O. Box "P"
205 North Virginia Street
Farmville, Virginia 23901
(804) 392-6104
Mrs. Linda Martin, Executive Director

PLANNING DISTRICT 15

Capital Area Agency on Aging
6 North Sixth Street
Richmond, Virginia 23219
(804) 648-8381
Louis Barretta, Executive Director

PLANNING DISTRICTS 17 and 18

Area Agency

Rappahannock Community College

Organizational Unit

Area Agency on Aging
Rappahannock Community College
North Campus
Warsaw, Virginia 22572
(804) 333-4024
Willard D. Bowen, Executive Director

PLANNING DISTRICT 19

Crater District Senior's Agency
P. O. Box 1808
1515 East Washington Street
Petersburg, Virginia 23803
(804) 732-7105
Richard Bull, Executive Director

PLANNING DISTRICT 20

SEVAMP
16 Koger Executive Center
Suite 145
Norfolk, Virginia 23502
(804) 461-9481
Glenn R. Campbell, Executive Director

PLANNING DISTRICT 21

Peninsula Area Agency on Aging
Patrick Henry Hospital
Denbigh Boulevard
Newport News, Virginia 23602
(804) 877-8001
Mrs. Betty Reams, Executive Director

PLANNING DISTRICT 22

Eastern Shore Community Development Group, Inc.
P. O. Box 316
Accomac, Virginia 23301
(804) 787-3532
William J. Davies, Executive Director

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA COMMISSION FOR THE VISUALLY HANDICAPPED

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Social Security Act of 1972, as amended, Title 16
4. Federal Law 93-112, Vocational Rehabilitation Act of 1973, as amended

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Commission for the Visually Handicapped is the official policy body for the Commonwealth of Virginia in the administration of the rehabilitation program for the visually handicapped offered by the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purposes of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Commission for the Visually Handicapped (VCVH) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

1. The GMSC and VCVH will exchange information related to joint needs. This information will include but is not limited to:

    a. VCVH's submission of an annual Statewide projected plan of service which should include:

        (1) The number of clients to be served.

        (2) A Statewide budget broken down by VCVH district offices.

    b. VCVH will supply a listing of all their district offices, including addresses, names of directors, territory served and services offered.

    c. VCVH will supply an explanation of its application procedure, eligibility criteria, and termination procedures.

    d. VCVH will supply a listing of its priority groups and goals per fiscal year.

    e. VCVH will supply a report addressing the assessment of unfilled needs as they relate to clients and services.

    f. The GMSC will provide to VCVH an explantion and breakout of the CETA 1% and 4% monies.

    g. The GMSC will provide to VCVH a listing of the Prime Sponsors and will keep this list updated.

    h. The GMSC will distribute to all Prime Sponsors any of VCVH's planning information, updates, etc., as they are supplied.

2. The Prime Sponsors and the VCVH should exchange information related to their mutual on-going programs. This information should include but is not limited to:

    a. A report from each of VCVH's district offices stating the number of clients who are served by quarter and the amount expended by quarter.

    b. An explanation from VCVH of the client services offered.

    c. Assignment by VCVH of district office personnel to each Prime Sponsor to act as liaison contacts.

    d. The Prime Sponsors should supply a copy of their quarterly reports to VCVH.

    e. The Prime Sponsors may facilitate VCVH's membership on their local planning councils.

3. The following coordination should be utilized between the VCVH and the Prime Sponsors:

   a. Prime Sponsors should refer individuals with alleged visual disabilities to VCVH.

   b. The VCVH should provide an evaluation and should provide the Prime Sponsor(s) with feedback.

   c. The Prime Sponsors should assist VCVH in placing clients who are ready to enter the labor market.

   d. The Prime Sponsors and VCVH should mutually render, or assist in rendering, joint sponsored services, as needed, to CETA VCVH clients.

4. Similar Memoranda of Understanding should be jointly formulated by the Prime Sponsors and the VCVH addressing the specific needs of each locality.

5. This Memorandum may be amended by mutual agreement of both parties.

6. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA COMMISSION FOR THE
VISUALLY HANDICAPPED (VCVH)

BY William T. Coppage
DIRECTOR

DATE September 22, 1975

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE OCT 2 1975

Prime Sponsor Areas	VCVH Representative
A. Richmond Area Manpower Planning System 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Louis D. Anderson Richmond District Office 4118 Fitzhugh Avenue Richmond, Virginia 23230 770-7551
B. Southeastern Tidewater Area Manpower Authority 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County 9. Nansemond County	David Kennedy Norfolk District Office 1230 Maritime Tower 234 Monticello Avenue Norfolk, Virginia 23506 622-2900
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	William C. Riddick Richmond District Office 4118 Fitzhugh Avenue Richmond, Virginia 23230 770-7551
D. Peninsula Office of Manpower Programs 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. City of Poquoson	Michael Burton Norfolk District Office 1230 Maritime Tower 234 Monticello Avenue Norfolk, Virginia 23506 622-2900
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	E. W. Kidd Roanoke District Office 416 W. Campbell Ave., S.W. Roanoke, Virginia 24016 344-7735
F. Fairfax County - Albert N. Fritter.	Alexandria District Office City Bank & Trust Building 206 North Washington Street Alexandria, Virginia 22314 549-0360/1
G. Arlington County - Sharon Everson	

	Prime Sponsor Areas	VCVH Representative
H.	Prince William County	Albert N. Fritter - Alexandria District Office
I.	City of Alexandria	Sharon Everson - Alexandria District Office
J.	Balance-of-State (All areas not included in any other Prime Sponsor area)	Carter D. Hamlett Virginia Commission f/t Visually Handicapped Vocational Rehabilitation Depart 3003 Parkwood Avenue Richmond, Virginia 23221 770-2181

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE VIRGINIA APPRENTICESHIP COUNCIL

References:

1. Comprehensive Employment and Training Act of 1973

2. Virginia Apprenticeship Act

3. Executive Order Number Thirteen

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance on Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Thirteen. This includes the coordination of the efforts of Prime Sponsors and State agencies in the delivery of manpower services.

The Virginia Apprenticeship Council is the official policy body for the Commonwealth of Virginia in the administration of the Virginia Apprenticeship Act. It shall perform such functions as may be necessary to carry out the intent and purposes of the Act.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Apprenticeship Council (VAC) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutally agreed that:

1. The prime sponsor and the designated apprenticeship representative will exchange information specifically related to apprenticeship occupations. This information will include, but is not limited to, the number of apprentices; number indentured and a listing of apprenticeable occupations for the area.

2. Coordination is to be established between the Prime Sponsor's Planning Council and the designated Apprenticeship Representative.

a. This coordination will include the Apprenticeship Representative serving on the local advisory council.

b. The Apprenticeship Representative will make the prime sponsors aware of the information and services he can provide at the local level.

c. The Apprenticeship Representative will, to the extent possible, be available to render assistance at the request of the prime sponsor if special needs arise other than those covered in a regular advisory meeting.

3. The following coordination will be utilized within the Prime Sponsor areas designated for Apprenticeship Training:

a. When a training program involving on-the-job work experience is proposed by the prime sponsor in an apprenticeable occupation, the prime sponsor will advise the Apprenticeship Representative of the proposal, the purpose being to assure, to the extent possible, that individuals who receive pre-apprenticeship training have an opportunity for upward mobility to the Journeyman status through apprenticeship training.

b. The Apprenticeship Representative will conduct an investigation in order to provide the prime sponsor the maximum information on the need for the proposed training. The representative will also advise the prime sponsor on the probability of continued training through apprenticeship.

c. The designated Apprenticeship Representative will make his recommendations to the prime sponsor concerning the proposed training.

d. The prime sponsor will make the determination to fund or not fund the proposed training.

4. The following procedure will be used for transition from Pre-Apprenticeship Training to Apprenticeship Programs:

The prime sponsor's designated agent for placement in an area will coordinate with the Apprenticeship Representative for intake/assessment into apprenticeship training.

5. Similar Memorandums of Understanding will be formulated by the Prime Sponsor and the designated Apprenticeship Representative addressing the specific needs of their locality.

6. The Apprenticeship Representative will provide the Prime Sponsor with general entry level requirements for Apprenticeship trade for his or her area. These requirements will be updated periodically by the Apprenticeship Representative.

7. A representative of the GMSC staff will attend the Virginia Apprenticeship Council meeting as a guest to provide a linkage for close coordination at the State level.

8. This Memorandum may be amended by mutual agreement of both parties.

9. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

In Witness whereof, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA APPRENTICESHIP COUNCIL

By: John J. DeHart, Jr., Chairman Date: 3/14/75

GOVERNOR'S MANPOWER SERVICES COUNCIL (GMSC)

By: Maurice B. Rowe, Chairman Date: 3-17-75

Prime Sponsor Areas	Apprenticeship Representativ
A. Richmond Area Manpower Planning System (RAMPS)	William D. Poats, Jr.
1. City of Richmond	
2. Powhatan County	
3. Goochland County	
4. Charles City County	
5. New Kent County	
B. Southeastern Tidewater Area Manpower Planning System (STAMA)	Robert S. Baumgardner
1. City of Norfolk	
2. City of Portsmouth	
3. City of Virginia Beach	
4. City of Chesapeake	
5. City of Suffolk	
6. City of Franklin	
7. Southampton County	
8. Isle of Wight County	
9. Nansemond County	
C. Henrico and Tri-County Consortium	William D. Poats, Jr.
1. Henrico County	
2. Chesterfield County	
3. Hanover County	
D. Peninsula Office of Manpower Planning (POMP)	K. Gene Conner
1. City of Newport News	
2. City of Hampton	
3. City of Williamsburg	
4. York County	
5. James City County	
6. Town of Poquoson	
E. Roanoke Consortium	W. J. Wilkerson
1. City of Roanoke	
2. City of Clifton Forge	
3. City of Covington	
4. City of Salem	
5. Alleghany County	
6. Botetourt County	
7. Craig County	
8. Roanoke County	
F. Fairfax County	Franklin T. Garret
G. Arlington County	Richard L. Hampton
H. Prince William County	Franklin T. Garret
I. City of Alexandria	Richard L. Hampton
J. Balance-of-State	
All areas not included in any other prime sponsor area.	

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF CORRECTIONS

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Code of Virginia 53-19.5, Department of Corrections, created

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Department of Corrections is officially designated as the agency to coordinate plans for correctional services offerred throughout the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purposes of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Department of Corrections (VDOC) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The Department of Corrections and the GMSC will exchange information related to mutual needs. This information will include but is not limited to:

   a. An annual statewide plan of service from VDOC including the number of clients to be served, the areas of the State to be served, the services to be offered, and appropriate program budgets.

   b. The VDOC will supply a listing of all their offices and rehabilitation centers, including addressess, names of directors, territory served, and services offered.

   c. The VDOC will supply a listing of its priority groups and goals per fiscal year.

   d. The VDOC will supply a report addressing the assessment of unfilled needs as they relate to clients and services.

   e. The GMSC will supply to the VDOC an explanation and breakout of the CETA 1% and 4% monies.

   f. The GMSC will supply to the VDOC a listing of the Prime Sponsors and will keep this list updated.

   g. The GMSC will distribute to all Prime Sponsors any of the VDOC's planning information, updates, etc., as they are supplied.

   h. The GMSC will keep the VDOC informed of the time frames within which to submit proposals for 4% CETA funding; in turn, the VDOC will assign one individual from the Department who will be the liason contract officer for the GMSC for all contracts with Corrections and who will be responsible for the implementation of the contracts.

2. Prime Sponsors and the VDOC should coordinate where necessary, in placing clients who are ready to enter the labor market.

3. Similar Memoranda of Understanding should be jointly formulated by the Prime Sponsors and the VDOC addressing the specific needs of each locality.

4. This Memorandum may be amended by mutual agreement of both parties.

5. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA DEPARTMENT OF CORRECTIONS (VDOC)

BY Jack Davis
DIRECTOR

DATE December 3, 1975

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE DEC 10 1975

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA OFFICE ON AGING

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Code of Virginia, Chapter 24, Section 2.1 - 371 dated July 1, 1974
4. Public Law 89-73, Older Americans Act of 1965, as amended

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Office on Aging is officially designated as the agency to coordinate plans for aging services offered throughout the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purposes of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia State Office on Aging (VOA) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State. It is mutually agreed that:

1. The GMSC and the VOA will exchange information related to joint needs. This information will include but is not limited to:

   a. An annual Statewide aging plan of service prepared by VOA which should include the number of clients to be served, the areas of the State to be served, the services to be offered, the number of economically disadvantaged elderly to be served, and appropriate services program budgets.

   b. A current listing of the VOA's Area Agencies on Aging (AAA) across the State and the names of the AAA directors.

   c. A current listing of Prime Sponsors across the State and the names of their administrators.

   d. Notification by GMSC to VOA of availability and procedural information related to potential aging services, resources in areas of employment and training.

   Further, the GMSC and VOA will each designate a staff person to provide for the exchange of information described above.

2. VOA and GMSC will jointly determine the pairing of Prime Sponsors and local Area Agencies on Aging (AAA's) for the purpose of informational exchange. This information may include but is not limited to:

   a. An annual plan from the AAA to appropriate Prime Sponsors which should includezthe number of clients to be served, the services to be offered, the number of economically disadvantaged elderly to be served and appropriate service program budgets.

   b. A copy of the fourth quarterly report and the fourthz quarter client characteristics report from the Prime Sponsors to the AAA.

   c. A copy of the Title I grant request from the Prime Sponsor to the AAA.

3. Coordination is to be encouraged within the Prime Sponsor areas. This coordination may include but is not limited to:

   a. The AAA's membership on the local manpower planning council; and likewise, the Prime Sponsor's membership on the AAA Advisory Council.

   b. Prime Sponsors and AAA's may cooperate in rendering services to individual clients.

4. VOA will transmit copies of this Memorandum of Understanding to all VOA sponsored programs.

5. Similar Memoranda of Understanding will be encouraged between the Prime Sponsors and the designated AAA addressing the specific needs of each locality with emphasis on those 60 years and over who work or who wish to work.

6. This Memorandum may be amended by mutual agreement of both parties.

7. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA OFFICE ON AGING (VOA)	GOVERNOR'S MANPOWER SERVICES COUNCIL
BY Edwin Wood	BY Mamie B. Rowe
DIRECTOR	CHAIRMAN
DATE September 18, 1975	DATE SEP 26 1975

Prime Sponsor Areas	Designated Contact Office of the VOA
A. Richmond Area Manpower Planning System 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Capital Area Agency on Aging 6 North Sixth Street Richmond, Virginia 23219 Mr. Louis Barrett, Executive Director Phone (804) 648-8381
B. Southeastern Tidewater Area Manpower Authority 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County 9. Nansemond County	SEVAMP #9 Koger Executive Center Suite 208 Norfolk, Virginia 23502 Mr. Glenn Campbell, Executive Director Phone (804) 461-9481
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	See Capital Area Agency on Aging (Above)
D. Peninsula Office of Manpower Programs 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. City of Poquoson	Peninsula Area Agency on Aging Patrick Henry Hospital Denbigh Boulevard Newport News, Virginia 23602 Mrs. Betty Reams, Executive Director Phone (804) 877-8001
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	League of Older Americans, Inc. 401 Campbell Avenue, S. W. Roanoke, Virginia 24016 Mr. Richard Young, Executive Director Phone (703) 345-0451
F. Fairfax County	Northern Virginia Area Agency on Aging 7309 Arlington Boulevard Falls Church, Virginia 22042 Mr. Tom Kouzes, Executive Director Phone (703) 573-7810
G. Arlington County	

Prime Sponsor Areas	Designated Contact Office of the VOA
H. Prince William County	See F
I. City of Alexandria	See F
J. Balance-of-State (All areas not included in any other Prime Sponsor area)	See list of planning districts

AREA AGENCIES ON AGING

PLANNING DISTRICT 1

Area Agency

DILENOWISCO Educational Cooperative

Organizational Unit

Mountain Empire Older Citizens
1032 Virginia Avenue
Norton, Virginia 24273
(703) 679-2181
Ms. Marilyn Pace, Executive Director

PLANNING DISTRICT 2

Appalachian Agency for Senior Citizens
c/o Cumberland Plateau Planning District Commission
P. O. Box 548
Lebanon, Virginia 24266
(703) 889-1778
Steve Gilliam, Executive Director

PLANNING DISTRICT 3

Mount Rogers Governmental Cooperative
c/o Mount Rogers Planning District Commission
1021 Terrace Drive
Marion, Virginia 24354
(703) 783-5103
Richard Harfst, Contact Person

PLANNING DISTRICT 4

New River Valley Council on Aging
c/o New River Valley Planning District Commission
1612 Wadsworth Street
Radford, Virginia 24141
(703) 382-9486
Ms. Eileen Gary, Contact Person

PLANNING DISTRICT 5

League of Older Americans, INc.
401 Campbell Avenue, S.W.
Roanoke, Virginia 24016
(703) 345-0451
Richard G. Young, Executive Director

PLANNING DISTRICT 6

Valley Program for Aging Services, Inc.
P. O. Box 817
Waynesboro, Virginia 22980
(703) 943-1411
Mrs. Doris Anne Miller, Executive Director

PLANNING DISTRICT 8

Northern Virginia Area Agency on Aging
7309 Arlington Boulevard
Falls Church, Virginia 22042
(703) 573-7810
Tom Kouzes, Executive Director

PLANNING DISTRICT 9

Rappahannock-Rapidan Community Mental Health & Mental Retardation Services Board
701 South Main Street
Culpeper, Virginia 22701
(703) 825-8284
David J. Schwemer, Contact Person

PLANNING DISTRICT 10

Jefferson Area Board for Aging
190 Rugby Road
Charlottesville, Virginia 22903
(804) 977-1127
Ms. Dianne Ansley, Executive Director

PLANNING DISTRICT 11

Area Agency

Family Service of Central Virginia

Organizational Unit

Central Virginia Commission on Aging
1010 Miller Park Square, Room 4
Lynchburg, Virginia 24501
(804) 846-3432
Wallace Clair, Executive Director

PLANNING DISTRICT 13

Southside Gerontology Association, Inc.
Brunswick County Courthouse Building
228 Main Street
Lawrenceville, Virginia 23868
(804) 848-3525
Allyn Gemerek, Executive Director

PLANNING DISTRICT 14

Area Agency

Piedmont Area Community Mental Health and
Mental Retardation Services Board

Organizational Unit

Piedmont Senior Resources
P. O. Box "P"
205 North Virginia Street
Farmville, Virginia 23901
(804) 392-6104
Mrs. Linda Martin, Executive Director

PLANNING DISTRICT 15

Capital Area Agency on Aging
6 North Sixth Street
Richmond, Virginia 23219
(804) 648-8381
Louis Barretta, Executive Director

PLANNING DISTRICTS 17 and 18

Area Agency

Rappahannock Community College

Organizational Unit

Area Agency on Aging
Rappahannock Community College
North Campus
Warsaw, Virginia 22572
(804) 333-4024
Willard D. Bowen, Executive Director

PLANNING DISTRICT 19

Crater District Senior's Agency
P. O. Box 1808
1515 East Washington Street
Petersburg, Virginia 23803
(804) 732-7105
Richard Bull, Executive Director

PLANNING DISTRICT 20

SEVAMP
16 Koger Executive Center
Suite 145
Norfolk, Virginia 23502
(804) 461-9481
Glenn R. Campbell, Executive Director

PLANNING DISTRICT 21

Peninsula Area Agency on Aging
Patrick Henry Hospital
Denbigh Boulevard
Newport News, Virginia 23602
(804) 877-8001
Mrs. Betty Reams, Executive Director

PLANNING DISTRICT 22

Eastern Shore Community Development Group, Inc.
P. O. Box 316
Accomac, Virginia 23301
(804) 787-3532
William J. Davies, Executive Director

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA COMMISSION FOR THE VISUALLY HANDICAPPED

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Social Security Act of 1972, as amended, Title 16
4. Federal Law 93-112, Vocational Rehabilitation Act of 1973, as amended

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Commission for the Visually Handicapped is the official policy body for the Commonwealth of Virginia in the administration of the rehabilitation program for the visually handicapped offered by the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purposes of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Commission for the Visually Handicapped (VCVH) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

1. The GMSC and VCVH will exchange information related to joint needs. This information will include but is not limited to:
    a. VCVH's submission of an annual Statewide projected plan of service which should include:
        (1) The number of clients to be served.
        (2) A Statewide budget broken down by VCVH district offices.
    b. VCVH will supply a listing of all their district offices, including addresses, names of directors, territory served and services offered.
    c. VCVH will supply an explanation of its application procedure, eligibility criteria, and termination procedures.
    d. VCVH will supply a listing of its priority groups and goals per fiscal year.
    e. VCVH will supply a report addressing the assessment of unfilled needs as they relate to clients and services.
    f. The GMSC will provide to VCVH an explantion and breakout of the CETA 1% and 4% monies.
    g. The GMSC will provide to VCVH a listing of the Prime Sponsors and will keep this list updated.
    h. The GMSC will distribute to all Prime Sponsors any of VCVH's planning information, updates, etc., as they are supplied.
2. The Prime Sponsors and the VCVH should exchange information related to their mutual on-going programs. This information should include but is not limited to:
    a. A report from each of VCVH's district offices stating the number of clients who are served by quarter and the amount expended by quarter.
    b. An explanation from VCVH of the client services offered.
    c. Assignment by VCVH of district office personnel to each Prime Sponsor to act as liaison contacts.
    d. The Prime Sponsors should supply a copy of their quarterly reports to VCVH.
    e. The Prime Sponsors may facilitate VCVH's membership on their local planning councils.

3. The following coordination should be utilized between the VCVH and the Prime Sponsors:

   a. Prime Sponsors should refer individuals with alleged visual disabilities to VCVH.

   b. The VCVH should provide an evaluation and should provide the Prime Sponsor(s) with feedback.

   c. The Prime Sponsors should assist VCVH in placing clients who are ready to enter the labor market.

   d. The Prime Sponsors and VCVH should mutually render, or assist in rendering, joint sponsored services, as needed, to CETA VCVH clients.

4. Similar Memoranda of Understanding should be jointly formulated by the Prime Sponsors and the VCVH addressing the specific needs of each locality.

5. This Memorandum may be amended by mutual agreement of both parties.

6. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA COMMISSION FOR THE
VISUALLY HANDICAPPED (VCVH)

BY William T. Coppage
DIRECTOR

DATE September 22, 1975

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE OCT 2 1975

Prime Sponsor Areas	VCVH Representative
A. Richmond Area Manpower Planning System 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Louis D. Anderson Richmond District Office 4118 Fitzhugh Avenue Richmond, Virginia 23230 770-7551
B. Southeastern Tidewater Area Manpower Authority 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County 9. Nansemond County	David Kennedy Norfolk District Office 1230 Maritime Tower 234 Monticello Avenue Norfolk, Virginia 23506 622-2900
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	William C. Riddick Richmond District Office 4118 Fitzhugh Avenue Richmond, Virginia 23230 770-7551
D. Peninsula Office of Manpower Programs 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. City of Poquoson	Michael Burton Norfolk District Office 1230 Maritime Tower 234 Monticello Avenue Norfolk, Virginia 23506 622-2900
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	E. W. Kidd Roanoke District Office 416 W. Campbell Ave., S.W. Roanoke, Virginia 24016 344-7735
F. Fairfax County - Albert N. Fritter.	Alexandria District Office City Bank & Trust Building 206 North Washington Street Alexandria, Virginia 22314 549-0360/1
G. Arlington County - Sharon Everson	

Prime Sponsor Areas VCVH Representative

H. Prince William County - Albert N. Fritter - Alexandria District Office

I. City of Alexandria - Sharon Everson - Alexandria District Office

J. Balance-of-State
(All areas not included in any other Prime Sponsor area)

Carter D. Hamlett
Virginia Commission f/t Visually Handicapped
Vocational Rehabilitation Departm
3003 Parkwood Avenue
Richmond, Virginia 23221
770-2181

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF MENTAL HEALTH & MENTAL RETARDATION

References:

1. Comprehensive Employment and Training Act (CETA) of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Title 37.1, Chapter 1 & 2 of the Code of Virginia (1950) as amended

Background:

The development of Virginia's human resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Department of Mental Health and Mental Retardation is officially designated as the agency to coordinate plans for mental health and/or retardation services offered throughout the Commonwealth. It shall perform such functions as may be necessary to carry out the intent and purpose of the services rendered.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Department of Mental Health and Mental Retardation (MH&MR) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The GMSC and MH&MR will exchange information related to joint needs. This information will include but is not limited to:

   a. MH&MR's submission of a Statewide plan which should include:

      (1) A statement listing priority groups and goals per fiscal year.

      (2) A statement addressing the assessment of unfilled needs as they relate to clients and services.

   b. A current listing of MH&MR's hospitals and offices across the State and the names of their respective directors.

   c. The GMSC will supply a current listing of prime sponsors across the State with the names of their administrators and will keep this list updated.

   d. The GMSC will notify MH&MR of availability and procedural information related to potential MH&MR services and/or resources in areas of employment and training.

   e. The GMSC will provide an explanation and breakout of the CETA 1% and 4% monies.

   f. The GMSC and MH&MR will each designate a staff person to provide for the exchange of information described above.

2. MH&MR and the GMSC will jointly determine the pairing of prime sponsors and local MH&MR facilities for the purpose of informational exchange. The information may include but is not limited to:

   a. Annual plans from MH&MR to the appropriate prime sponsors including the number of clients to be served, the services to be offered, the number of economically disadvantaged to be served and appropriate service program budgets.

   b. Prime sponsors and MH&MR personnel may cooperate in rendering services to individual clients.

3. Similar Memoranda of Understanding should be jointly formulated by the prime sponsors and the designated MH&MR personnel addressing the specific needs of each locality.

4. This Memorandum may be amended by mutal agreement of both parties.

5. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA DEPARTMENT OF MENTAL HEALTH
AND MENTAL RETARDATION

BY Allerton
COMMISSIONER

DATE April 22, 1976

GOVERNOR'S MANPOWER SERVICES COUNCIL

BY Maurice B. Rowe
CHAIRMAN

DATE April 26, 1976

Prime Sponsor Areas	MH&MR Facility & Contact Person
A. Richmond Area Manpower Planning System 1. City of Richmond 2. Powhatan County 3. Goochland County 4. Charles City County 5. New Kent County	Virginia Treatment Center - Thomas Curtis Medical College of Virginia Psychiatric Clinic Dr. Henry Silberman
B. Southeastern Tidewater Area Manpower Authority 1. City of Norfolk 2. City of Portsmouth 3. City of Virginia Beach 4. City of Chesapeake 5. City of Suffolk 6. City of Franklin 7. Southampton County 8. Isle of Wight County	Southeastern Virginia Training Center - Clyde Lindsay Community Mental Health Center of Norfolk & Chesapeake Dr. Ralph Coppola
C. Henrico and Tri-County Consortium 1. Henrico County 2. Chesterfield County 3. Hanover County	Henrico Mental Health Clinic
D. Peninsula Office of Manpower Programs 1. City of Newport News 2. City of Hampton 3. City of Williamsburg 4. York County 5. James City County 6. City of Poquoson	Eastern State Hospital Garland Lewis Tidewater Mental Health Clinic Dr. Martin Palmaz
E. Roanoke Consortium 1. City of Roanoke 2. City of Clifton Forge 3. City of Covington 4. City of Salem 5. Alleghany County 6. Botetourt County 7. Craig County 8. Roanoke County	Catawba Alleghany Mental Health (No Director)
F. Fairfax County	Northern Virginia Training Center Leon Rose
G. Arlington County	Northern Virginia Mental Health Institute - Joseph Cottrell

Prime Sponsor Areas	District	MH&MR Facility & Contact Person
H. Prince William County		Prince William County Community Mental Health Center Dr. William Claiborn
I. City of Alexandria		
J. Balance-of-State (All areas not included in any other prime sponsor area)	VII	Central State Hospital John Cannady
	VII	Southside Virginia Training Center Louis Doucet
	I	Southwestern State Hospital William Johnston
	III	Western State Hospital John Medwed
	XIV	Lynchburg Training School and Hospital Dave Peckman
	III	DeJarnette - Mrs. Montgomery Linkous
	VII	Piedmond State Hospital Willard Pierce
	VI	SVMHI - Ted Juda
	VI	Danville Clinic for Mental Hygien Dr. Jessie Enslin
	XII	Eastern Shore Mental Health Clini (No Director)
	XIII	Loudon County Mental Health Clini Dr. Steven Baker
	III	Massanutten Mental Health Clinic Dr. Fred Stevens
	IX	Middle Peninsula-Northern Neck Me Retardation Services Dr. Henry Gwaltney
	VII	New Canton Mental Health Center Dr. Jeanne Jones
	XIII	Northwestern Psychiatric Clinic Mrs. Rachel Beatty
	VI	Patrick Henry Mental Hygiene Clin Dr. Joseph Leizer
	IX	Rappahannock Guidance Clinic Ms. Florence Duke
	III	Rockbridge Mental Health Clinic Dr. Nancy Witt
	VII	Southside Area Mental Health Clin Mr. Charles Bowden
	VII	Greensville-Emporia Mental Health Center - (No Director)
	VII	Surry-Sussex Mental Health Clinic (No Director)
	V	University of Virginia Mental Hea Clinic - Dr. W. D. Buxton
	III	Valley Mental Health Center Mrs. Betty Kline

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF COMMUNITY COLLEGES

References:

1. Comprehensive Employment and Training Act of 1973
2. Virginia Community College Act of 1966
3. Executive Order Number Twenty

Background:

The proper development of Virginia's human resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of these resources, such services should be coordinated with other existing services to provide for the physical, social, and economic development of the State or any area within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsiblity conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in the delivery of manpower services.

The State Board for Community Colleges, whose chief executive officer is the Chancellor, is the official agency responsible for the establishment, control, and administration of all comprehensive Community Colleges. Community College programs are designed to serve the educational needs of qualified post high school age youth and adults in order to prepare them for employment, for advanced collegiate education, and for improved citizenship. To this end, the Chancellor will perform such functions as may be necessary to carry out the intent and purpose of the Act, subject to the direction of the Board.

Recognizing the need for close cooperation in carrying out the responsibilities for which it is charged, the Virginia Department of Community Colleges (VDCC) and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the Commonwealth.

It is mutually agreed that:

1. Coordination is to be established between the local prime sponsor's planning council and a designated Community College representative.

   a. This coordination may include the Community College representative serving on the prime sponsor's local advisory council.

   b. The Community College will make each prime sponsor aware of information and services the local area Community Colleges can provide. This information may include but is not be limited to availability of:

      (1) library facilities
      (2) developmental centers
      (3) classroom and laboratory space
      (4) media centers
      (5) placement office services
      (6) continuing education services
      (7) occupational-technical educational programs
      (8) data concerning employment opportunities and student availability.
      (9) cooperative education programs
      (10) special training programs

   c. Where appropriate, the Community College representative, utilizing college capability, may assist the prime sponsor in determining specific job needs and opportunities as they exist in the local community.

   d. The Community College representative will act as the liaison between the prime sponsor and the Community College in setting up any such training programs as may be determined necessary by the prime sponsors.

      When such training programs are proposed which may be suited to the Community College, the Community College representative will coordinate the development of training plans in conjunction with the College and the prime sponsor.

   e. The Community College representative will, to the extent possible, be available to render assistance at the request of the prime sponsor if special needs arise other than those covered by this document, and as may arise in a regular advisory meeting.

2. A representative of the GMSC staff will attend meetings of the Continuing Education Advisory Committee as a guest to provide closer coordination at the State level.

3. This Memorandum may be amended by mutual agreement of both parties.

4. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

VIRGINIA DEPARTMENT OF COMMUNITY COLLEGES
BY Dana B. Hamel
CHANCELLOR
DATE 9-12-75

GOVERNOR'S MANPOWER SERVICES COUNCIL
BY Maurice B. Rowe
CHAIRMAN
DATE SEP 17 1975

MEMORANDUM OF UNDERSTANDING BETWEEN THE GOVERNOR'S MANPOWER SERVICES COUNCIL AND THE VIRGINIA DEPARTMENT OF WELFARE

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. Title XX of the Federal Social Security Act

Background:

The development of Virginia's Manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any area within the State.

Statement of Purpose:

The Governor's Manpower services Council (GMSC) was organized by the Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in delivery of manpower services.

The Virginia Department of Welfare is the designated agency for the Commonwealth of Virginia in the delivery of social services under the Title XX Program of the Social Security Act.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia Department of Welfare and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The GMSC and Welfare will exchange information related to joint needs. This information will include but is not limited to:

    a. Welfare submission of an annual Statewide plan of Social Services which should include:

        (1) The number of clients to be served by planning district.

        (2) A Statewide budget broken down by planning district area.

    b. A statement listing Welfare's priority groups and goals per fiscal year.

    c. The GMSC will provide to Welfare an explanation and breakout of the CETA 1% and 4% monies.

    d. The GMSC will provide Welfare with a listing of the Prime Sponsors and will keep this list updated.

2. The Prime Sponsors and Representatives of the Department of Welfare will exchange information related to their mutual on-going programs.

    a. The Prime Sponsors will provide a copy of their Title I grant requests to the local welfare agency and an opportunity for comment.

    b. The Prime Sponsors will provide a copy of their quarterly reports to the local welfare agency as requested.

    c. Priority will be given to clients participating in CETA Manpower Programs who are eligible for supportive social services as defined in The Service Plan under Title XX.

3. Coordination is to be established between the Prime Sponsor's Planning Council and local welfare agencies. This coordination may include:

    a. Welfare's membership on the local manpower planning council.

[illegible] A representative of the GMSC will serve as a guest on the Welfare Advisory Committee to provide linkage at the State level.

5. Similar Memoranda of Understanding may be jointly formulated by the Prime Sponsors and the local Welfare agencies addressing the specific needs of the locality.

6. This Memorandum may be amended by mutual agreement of both parties.

7. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

DEPARTMENT OF WELFARE

BY William C. [illegible]
COMMISSIONER

DATE December 5, 1975

GOVERNOR'S MAPOWER SERVICES COUNCIL

BY Maurice B. Rawn
CHAIRMAN

DATE December 10, 1975

JOINT POLICY STATEMENT BETWEEN THE GOVERNOR'S MANPOWER SERVICES COUNCIL AND THE VIRGINIA STATE ADVISORY COUNCIL ON VOCATIONAL EDUCATION

1. REFERENCES

A. Public Law 93-203 (Comprehensive Employment and Training Act of 1973)

B. Public Law 94-482 (Education Amendments of 1976 to the Vocational Education Act of 1963) and Public Law 95-40 (technical amendments relating to vocational education contained in the Education Amendments of 1976)

2. PURPOSE

To prescribe a joint policy and working agreement between the Governor's Manpower Services Council and the Virginia State Advisory Council on Vocational Education.

3. BACKGROUND

A structured relationship between the Governor's Manpower Services Council and the Virginia State Advisory Council on Vocational Education has been established with passage of Public Law 94-482, the Education Amendments of 1976, and related amendments to Public Law 93-203, the Comprehensive Employment and Training Act of 1973. Included in this relationship is one representative from each Council having membership on the other Council; mutual identification of the employment and training and vocational education needs of the state and assessment of programs to determine if they represent a consistent, integrated, and coordinated approach to meeting these needs; and commenting at least annually on the reports of the other Council.

4. POLICY

A. The Governor's Manpower Services Council shall:

1. Include as a member of the Council a representative of the Virginia State Advisory Council on Vocational Education. However, such membership shall take into consideration the provisions of Section 107 (a)(1)(A)(i) of the Comprehensive Employment and Training Act.

2. Identify, after consultation with the Virginia State Advisory Council on Vocational Education, the employment and training and vocational education needs of the state and assess the extent to which employment training, vocational education, vocational rehabilitation, special education, and other programs represent a consistent, integrated, and coordinated approach to meeting such needs.

3. Submit to the Virginia State Advisory Council on Vocational Education pertinent reports for review and comment. Such reports shall include the Annual Report to the Governor and other special reports as appropriate. Review and comment shall mean suggestions and recommendations for strengthening and improving services to mutual or overlapping populations. It does not imply evaluation.

4. Encourage local prime sponsors to seek representation on local vocational education advisory councils.

B. The Virginia State Advisory Council on Vocational Education shall:

1. Include as a member of the Council a representative of the Governor's Manpower Services Council.

2. Identify, after consultation with the Governor's Manpower Services Council, the vocational education and employment and training needs of the state and assess the extent to which vocational education, employment training, vocational rehabilitation, special education, and other programs represent a consistent, integrated, and coordinated approach to meeting such needs.

3. Submit to the Governor's Manpower Services Council pertinent reports for review and comment. Such reports shall include the Annual Evaluation Report and other special reports as appropriate. Review and comment shall mean suggestions and recommendations for strengthening and improving services to mutual or overlapping populations. It does not imply evaluation.

4. Encourage local vocational education officials or representatives to seek representation on local prime sponsor advisory councils in an attempt to assure a coordinated approach to meeting the vocational education and training needs of the locality.

Cooperative agreements with the Virginia State Advisory Council on Vocational Education and other agencies or institutions will be reviewed and maintained or updated annually.

For the Governor's Manpower Services Council

10-25-77　　Maurice B. Rowe
Date　　Chairman, Governor's Manpower Services Council

For the Virginia State Advisory Council on Vocational Education

10/21/77　　Richard B. Carter, Sr.
Date　　Chairman, Virginia State Advisory Council on Vocational Education

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA EMPLOYMENT COMMISSION

REFERENCES:

1. The Comprehensive Employment and Training Act of 1973
2. Executive Order Number Forty-Five, October 18, 1976
3. Regional Field Instructions; CETA-62-74; CETA 9-75; ADMIN 9-75; CETA 110-75; CETA 113-75; MDR 11-77; ADMIN 7-77

BACKGROUND:

The Governor's Manpower Services Council (GMSC) was established by the Honorable Mills E. Godwin, Jr., in accordance with Section 107 of the Comprehensive Employment and Training Act (CETA), to serve as his official advisory body for Virginia's manpower services and needs. The responsibilities charged to GMSC by Executive Order Number Forty-Five (76) include the coordination of prime sponsors and State agencies in the delivery of manpower services.

The Virginia Employment Commission (VEC) is a federally funded State Agency that provides various manpower programs and services. In addition to helping people find suitable employment, VEC also administers the WIN, and unemployment insurance programs statewide, and has recruitment and placement responsibilities through a contract arrangement with Job Corps.

PURPOSE

The Governor's Manpower Services Council (GMSC) and the Virginia Employment Commission (VEC) enter into this Memorandum of Understanding to establish and maintain the necessary coordination and close working relationship in the development, management, and delivery of manpower services within the State. The inherent benefits of this cooperative relationship will include minimum duplication of efforts and maximum employment opportunities for Virginia's citizens. It is mutually agreed that:

A. The GMSC and the VEC will exchange information related to manpower needs and services. This information will include but not be limited to:

   1. The VEC will provide to the GMSC projected service estimates for all ES catagories including WIN and Job Corps. This will be done in accordance with the GMSC solicitation schedule.

   2. The VEC will provide copies of State level Inter-Agency Cooperative Agreements and memoranda of understanding to the GMSC.

   3. As the GMSC's fiscal agent, the VEC will be provided with copies of 4% contracts and other information deemed appropriate for fiscal matters.

   4. The GMSC will provide the VEC with copies of its Quarterly Report and Annual Report.

   5. The VEC will provide current and relevant labor market and economic information to prime sponsors for development of their respective grant applications which conforms to statistically reliable standards set by the U. S. Department of Labor - Bureau of Labor Statistics and Employment and Training Administration.

B. The VEC and the GMSC mutually agree to recommend, promote, and assist the development of Memoranda of Understanding or Cooperative

Agreements between VEC and the CETA prime sponsors. Such agreements will be non-financial and will include but not be limited to the following information:

1. Reciprocal exchange of information, for planning purposes;
2. Efforts of coordination that minimize duplication;
3. Efforts of coordination that best utilize the services of other agencies.

C. The VEC and the GMSC further agree that:

1. The VEC will provide regular Wagner-Peyser services and other employment and training opportunities on a Statewide basis consistent with available funding.
2. The GMSC will continue to carry out the provisions of the Act especially as they relate to Section 106. This section is also reflected in the GMSC Policy for funding proposals, both of which are attached to this agreement.
3. The VEC will appoint a liaison officer with GMSC on a Statewide basis to facilitate closer cooperation with prime sponsors.

D. It is mutually agreed that this Memorandum may be

1. amended by mutual agreement of both parties.
2. terminated by either party upon a 90-day written notice prior to the termination date; or earlier through mutual agreement.

E. This agreement will be for a one year period, subject to renewal on a year-to-year basis.

ENTERED INTO AGREEMENT THIS 20 DAY OF July, 1977

VIRGINIA EMPLOYMENT COMMISSION

By: RL Masden
Robert L. Masden, Commissioner

GOVERNOR'S MANPOWER SERVICES COUNCIL

By: Maurice B. Rowe
Maurice B. Rowe, Chairman

GMSC POLICY FOR FUNDING PROPOSALS

The Governor's Manpower Services Council (GMSC) shall establish guidelines for the funding of State manpower services projects with general consideration being given to proposals with statewide implication. Specific guidelines shall be based on those areas authorized under Section 106 of the Act, and are as follows:

The development and publication of information regarding economic, industrial and labor market conditions, including but not limited to job opportunities and skill requirements, labor supply in various skills, occupational outlook and employment trends in various occupations, and economic and business development and location trends.

To provide, upon request, to any prime sponsor serving an area within the State, such information, technical assistance of Manpower Training Services (MTS) as may be appropriate to assist any such prime sponsor in developing and implementing its programs under the Act.

Carrying out demonstration training and employment programs, and related supportive services with emphasis on integration of service delivery.

Principal consideration will be given to those projects with Statewide implication and to those programs that demonstrate the avoidance of duplication of effort.

To provide financial assistance for special programs and services designed to meet the needs of rural areas outside major labor market areas.

Projects which are heavily client oriented with a low percentage of the budget in administrative areas and have a high probability of continuance from alternative resources. These projects, wherever possible, should have well defined, quantitative evaluative indices.

a. Upon program completion there should be a strong emphasis on the development of self-sufficiency. The projected client household income, as a result of the project, should be significantly higher than the poverty level. (e.g. Clients on Welfare should, with successful completion of the project, be able to start at least at a minimum wage.) Less evaluative emphasis will be placed on the initial wages for those placements offering the greatest upward mobility.

b. Short-term projects (6 months or less) should have reliable pay offs such as job placement; long-term projects (longer than 6 months) should have a higher probability for pay offs, such as job placement, than the short-term projects.

c. Proposals will be funded for a maximum of one year with consideration for additional funding based upon outstanding performance and documentation of inability to find alternative funding sources.

sponsor under this title to carry out the plan submitted by each such prime sponsor upon determining that—

(1) the plan is consistent with the provisions of this title;

(2) the plan was made public prior to submission to the Secretary;

(3) the prime sponsor has demonstrated maximum efforts to implement the provisions in the prior year's plan.

SPECIAL PROVISIONS RELATING TO STATE PRIME SPONSORS

State comprehensive manpower plan.

SEC. 106. (a) Any State seeking assistance under this Act shall submit a State comprehensive manpower plan to the Secretary for approval in accordance with the requirements of this section.

(b) The State comprehensive manpower plan shall in addition to meeting the requirements of section 105—

(1) provide satisfactory arrangements for serving all geographical areas under its jurisdiction except areas served by an eligible applicant who has filed a notice of intent under section 102(c), except that such plan may be amended to include areas served by an eligible applicant whose plan is finally disapproved without prejudice to the remedies available to such eligible applicant under section 109;

(2) provide for the cooperation and participation of all State agencies providing manpower and manpower-related services in the implementation of comprehensive manpower services plans by prime sponsors in accordance with the provisions of this Act;

(3) set forth an overall State plan for the development and sharing of resources and facilities needed to conduct manpower programs under its direct sponsorship without unnecessary duplication and otherwise in the most efficient and economical manner;

(4) provide for the coordination of programs financed under the Wagner-Peyser Act in accordance with such rules, regulations, and guidelines as the Secretary determines necessary for the purpose of providing coordinated and comprehensive assistance to those individuals requiring manpower and manpower-related services to achieve their full occupational potential in accordance with the policies of this Act;

48 Stat. 113.
29 USC 49.

(5) set forth arrangements for assisting the Secretary in carrying out his responsibilities for enforcing the requirement for Federal contractors and subcontractors to list all suitable employment openings with local offices of the State employment service and provide special emphasis, as required in section 2012(a) of title 38, United States Code;

86 Stat. 1097.

(6) set forth arrangements, if any, which the State may desire to provide for planning areas to serve geographical regions within the State; and

(7) make adequate provision for the coordination of the manpower and related services to be provided by the State in areas to be served by prime sponsors other than the State, and that provision has been made for the establishment of mechanisms to (A) provide for the exchange of information between States and local governments on State, intrastate, and regional planning in areas such as economic development, human resource development, education, and such other areas that may be relevant to manpower planning; and (B) promote the coordination of all manpower plans in a State so as to eliminate conflict, duplication, and overlapping between manpower services.

(c) Funds available to each State under section 103(e) may be used for— Ante, p. 842.

(1) the provision of services under this Act throughout the State by State agencies responsible for employment and training and related services;

(2) providing financial assistance for special programs and services designed to meet the needs of rural areas outside major labor market areas;

(3) developing and publishing information regarding economic, industrial, and labor market conditions, including but not limited to job opportunities and skill requirements, labor supply in various skills, occupational outlook and employment trends in various occupations, and economic and business development and location trends;

(4) providing, without reimbursement and upon request, to any prime sponsor serving an area within the State, such information and technical assistance as may be appropriate to assist any such prime sponsor in developing and implementing its programs under this Act; and

(5) carrying out special model training and employment programs and related services, including programs for offenders similar to programs described in section 301(c) of this Act.

(d) The State prime sponsor shall annually certify compliance with all the requirements for State prime sponsors.

STATE MANPOWER SERVICES COUNCIL

SEC. 107. (a)(1) Any State which desires to be designated as a prime sponsor and to enter into arrangements with the Secretary under this title shall establish a Manpower Services Council (hereinafter referred to as the "Council") which shall exercise the powers and duties set forth in this section.

(2) The Council established pursuant to paragraph (1) shall—

(A) be appointed by the Governor (who shall designate one member thereof to be Chairman), and shall be composed of—

(i) representatives of the units or combinations of units of general local government in such State, who shall comprise at least one-third of the membership of the Council, which have comprehensive manpower plans approved under section 108 (except that the initial appointments to the Council may consist of representatives of units or combinations of units of general local government described in clauses (2), (3), (4), and (5) of section 102(a) which have indicated an intention to submit a plan for approval under section 108), and such representatives shall be designated by the chief executive officers of the units or combination of units of general local government which qualify for representation under this section in accordance with procedures agreed upon by such chief executive officers;

(ii) one representative each of the State board of vocational education and the public employment service of such State;

(iii) one representative of each such other State agency as the Governor may determine to have a direct interest in overall manpower training and utilization within the State;

(iv) representatives of organized labor;

(v) representatives of business and industry;

(vi) representatives of community-based organizations and of the client community to be served under this Act (including, where persons of limited English-speaking abil-

MEMORANDUM OF UNDERSTANDING BETWEEN THE GOVERNOR'S MANPOWER SERVICES COUNCIL AND THE DIVISION OF VOCATIONAL EDUCATION STATE DEPARTMENT OF EDUCATION

References:

1. Comprehensive Employment and Training Act of 1973
2. Executive Order Number Twenty, June 23, 1975
3. The Vocational Education Act of 1963 as Amended
4. General Education Provisions Act

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth both rural and urban. To maximize services for the full development and maintenance of Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any region within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty.

The Division of Vocational Education is the unit of the State Board for Vocational Education (State Board of Education) responsible for the administration of vocationa education programs and activities. The mission of the Division is, through joint effort with local school divisions and other agencies, to seek to ensure that the vocational education needs of all youths and adults are met.

Local school divisions and other state agencies plan, operate, and evaluate vocational education programs and activities in accordance with the provisions of the State Plan for Vocational Education. The Division of Vocational Education provides technical assistance and program supervision to these agencies.

The Manpower Training Service of the Division is designated as the administering agent for the 5% special grant funds for vocational education services under the Comprehensive Employment and Training Act. They also administer other Ceta funds designated for classroom training in the balance-of-state prime sponsor area.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Division of Vocational Education and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for a cooperative working relationship in manpower development and management within the State. It is mutually agreed that:

1. The GMSC and the Division of Vocational Education will exchange information related to joint needs. This information will include:
    a. Each year the Manpower Training Service will provide copies of the non-financial agreement for vocational education services under the 5% special grant with each prime sponsor to the GMSC.

    b. The Manpower Training Service will provide to the GMSC and prime sponssrs the amount of 5% special grant funds available and allocated to each prime sponsor.

    c. The GMSC will provide to the Division of Vocational Education information regarding the projected enrollments and training output for all programs administered under CETA.

    d. The GMSC will provide to the Division of Vocational Education information available through the Manpower Management Information System.

    e. The Division of Vocational Education will, as the information becomes available, provide to the GMSC information regarding projected program activities and estimated expenditures for each school division and when approved a copy of the State Plan for Vocational Education.

2. Coordination between each prime sponsor and the Manpower Training Service will include:
    a. A member of the Manpower Training Service will be identified as the contact person with each prime sponsor to provide technical assistance in planning and operation of vocational education programs.

    b. A member of the Manpower Training Service will be available to attend prime sponsor's planning council meetings as requested.

3. This memorandum may be amended by mutual agreement of both parties.

4. This memorandum may be terminated by either party upon written notice to the other party at least sity (60) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

DIVISION OF VOCATIONAL EDUCATION	GOVERNOR'S MANPOWER SERVICES COUNCIL
BY George S. Orr Jr. Director	BY Maurice B. Rogers Chairman
DATE 11-21-75	DATE DEC - 4 1975

Prime Sponsor Area	Vocational Education Contact Person
City of Alexandria	Ronald H. Chandler
Arlington County	Ronald H. Chandler
Chesterfield-Henrico-Hanover Counties	George W. Byers
Fairfax County	Ronald H. Chandler
Peninsula Consortium (POMP)	George W. Byers
Prince William County	Ronald H. Chandler
Richmond Consortium (RAMPS)	George W. Byers
Roanoke Consortium	Lee F. Garrett
Southeastern Tidewater Consortium (STAMA)	Ronald H. Chandler

Balance-of-State	Area AMPC Representatives
AMPC I	Lee F. Garrett
AMPC III	George W. Byers
AMPC V	Ronald H. Chandler
AMPC VI	Reon J. Lambert
AMPC VII	Reon J. Lambert
AMPC IX	George W. Byers
AMPC XII	George W. Byers
AMPC XIII	George W. Byers
AMPC XIV	Reon J. Lambert
AMPC XV	Lee F. Garrett
Loudoun County	George W. Byers

POLICY STATEMENT
(COOPERATIVE AGREEMENT)
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE
VIRGINIA DEPARTMENT OF VOCATIONAL REHABILITATION

I. PARTIES: This agreement is entered into by the GOVERNOR'S MANPOWER SERVICES COUNCIL (GMSC) and the VIRGINIA DEPARTMENT OF VOCATIONAL REHABILITATION (DVR) to set forth mutually agreed upon Policy Statements for coordinating and effecting employment and training and vocational rehabilitation programs.

II. REFERENCES:

A. Comprehensive Employment and Training Act of 1973

B. Executive Order Number Forty-five, June 23, 1975

C. Federal Law 93-112, Vocational Rehabilitation Act of 1973

D. Code of Virginia 1965, Title 22, Chapter 15.1

III. PURPOSE: To prescribe a joint policy and working agreement between the GMSC and DVR.

IV. BACKGROUND:

The GOVERNOR'S MANPOWER SERVICES COUNCIL (GMSC) was organized by the Honorable Mills E. Godwin, Jr., Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Forty-five. This includes the coordination of the efforts of Prime Sponsors and State Agencies in delivery of employment and training services.

The Virginia Department of Vocational rehabilitation is the designated agency in the Commonwealth of Virginia for the operation of the Vocational Rehabilitation program.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Virginia

DEPARTMENT OF VOCATIONAL REHABILITATION (DVR) and the GOVERNOR'S MANPOWER SERCICES COUNCIL (GMSC) enter into this Agreement as the foundation for an enduring, cooperative working relationship in employment and training development and management within the State. It is mutually agreed that:

V. POLICY:

A. The GMSC shall:

1. accept a DVR representative as a voting member on the council.
2. assign a liaison to DVR.
3. provide technical advise and assistance on employment and training programs.
4. encourage and support similar Policy Statements to be jointly formulated by Prime Sponsors and designated DVR representatives addressing specific needs of each locality.
5. encourage and support Prime Sponsor staff to give priority in developing and initiating OJT or work experience programs for all severely disabled individuals meeting CETA employment and training program criter
6. encourage, support and participate in joint agency staff training/information sharing seminars.
7. submit to DVR pertinent reports and information which may include but not be limited to the Annual Report to the Governor; Quarterly Summary of Prime Sponsor Activities; Special Grant Quarterly Progress Report; Special Grants and Prime Sponsor staff directories.

B. The DVR shall:

1. assign a liaison to the GMSC.
2. provide a copy of the agency's State Plan to the GMSC for review and comments.
3. provide technical advice and assistance on employment and training areas of vocational rehabilitation.
4. encourage and endorse similar Policy Statements to be jointly formulated by Prime Sponsors and designated DVR representatives addressing specific needs of each locality.
5. encourage and support local DVR staff to give priority in developing and initiating rehabilitation programs to severely disabled individuals meeting CETA employment and training program criteria.

6. submit to GMSC pertinent reports and information which may include but not be limited to Quarterly Prime Sponsor CETA/DVR Activity Reports, local joint agency Policy Statements, Joint Agency CETA Contracts and agency liaison directory.

C. This Agreement may be amended by mutual agreement of both parties.

D. This Agreement may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

E. This Agreement will be reviewed and may be reaffirmed in September of each year by the agency's assigned liaisons.

F. This Agreement supercedes all other agreements, memorandum, etc. and other understandings, written or oral, unless are hereto attached, are null and void.

This Agreement is made in duplicate, each of the agencies hereto bearing a copy thereof, which copies shall be deemed original.

IN WITNESS WHEREOF, the parties hereto have executed this agreement to be effective November 1, 1977.

DEPARTMENT OF VOCATIONAL REHABILITATION (DVR)

BY: Attarnard Dickerson, Jr., Commissioner Date: 11/3/77

GOVERNOR's MANPOWER SERVICES COUNCIL (GMSC)

BY: Marvin B. Raws, Chairman Date: 11-9-77

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
GOVERNOR'S MANPOWER SERVICES COUNCIL
AND THE ADULT EDUCATION SERVICE

References:

1. Comprehensive Employment and Training Act of 1973
2. Adult Education Act (P.L. 93-380)
3. Executive Order Number Twenty

Background:

The development of Virginia's manpower resources is an essential element to the continued social and economic growth of all areas of the Commonwealth, both rural and urban. To maximize services for the full development and maintenance on Virginia's human resources, such services should be coordinated with other existing services to provide for the physical, social and economic development of the State or any area within the State.

Statement of Purpose:

The Governor's Manpower Services Council (GMSC) was organized by the Governor of the Commonwealth of Virginia, as his official advisory body under CETA for the State, with the authority and responsibility conferred upon it by Executive Order Number Twenty. This includes the coordination of the efforts of Prime Sponsors and State agencies in the delivery of manpower services.

The State Department of Education Adult Education Service is the official policy body for the Commonwealth of Virginia in the administration of the Adult Education Act of 1964 as amended. It shall perform such functions as may be necessary to carry out the intent and purposes of the Act, specifically, to enable adults of Virginia to become more employable, productive, and responsible citizens.

Recognizing the need for close working relationships and coordination in carrying out the responsibilities for which each is charged, the Adult Education Service and the Governor's Manpower Services Council (GMSC) enter into this Memorandum of Understanding as the foundation for an enduring, cooperative working relationship in manpower development and management within the State.

It is mutually agreed that:

1. The prime sponsor and the designated Adult Education Service representative will exchange information specifically related to Adult Education. This information will include, but is not limited to the funds and programs available; cooperative projects.

2. Coordination is to be established between the Prime Sponsor's Advisory Council and the designated Adult Education Services Representative in each Prime Sponsor area.

This coordination may include the Adult Education Service Representative serving on the local advisory council.

3. The Adult Education Representative will make the prime sponsors aware of the information and services he can provide at the local level.

4. The Adult Education Service Representative will, to the extent possible, be available to render assistance at the request of the prime sponsor if special needs arise other than those covered in a regular advisory meeting.

5. The following coordination will be utilized within the Prime Sponsor areas designated for Adult Education Training:

    a. When training involving Adult Basic Education or GED is needed by the Prime Sponsor for CETA participants, the Prime Sponsor will advise the Adult Education Representative who will determine whether required training can be provided through existing Adult Education Classes or whether new/amended classes need be established. When required funding cannot be satisfied by the existing educational systems, the Prime Sponsor, assisted by the Adult Education Service Representative, may arrange for and fund such classes.

    b. The designated Adult Education Service Representative will make his recommendation to the prime sponsor concerning the proposed training.

    c. The prime sponsor will make the determination to fund or not fund the proposed training.

6. The Adult Education Service Representative will provide the prime sponsor with general entry level requirements for Adult Education Programs in the local Prime Sponsor area.

7. A representative of the GMSC staff will periodically attend the Adult Education Service Staff meeting as a guest to provide a linkage for close coordination at the State or local level.

8. Similar Memorandums of Understanding will be formulated by the prime sponsor and the designated Adult Education Representative addressing the specific needs of their locality.

9. This Memorandum may be amended by mutual agreement of both parties.

10. This Memorandum may be terminated by either party upon written notice to the other party at least ninety (90) days prior to the date of termination specified by the withdrawing party.

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the day, month, and year indicated.

ADULT EDUCATION SERVICE	GOVERNOR'S MANPOWER SERVICES COUNCIL
BY William M Moore	BY Mamie B. Rawy
CHAIRMAN	CHAIRMAN
DATE Sept 17, 1975	DATE SEP 26 1975